



BOARD REPORT

REPORT No.: 2023-43

MEETING DATE: NOVEMBER 16, 2023

SUBJECT: TBDSSAB PROPOSED 2024 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 2024 Operating and Capital Budgets for the Board's review and discussion.

BACKGROUND

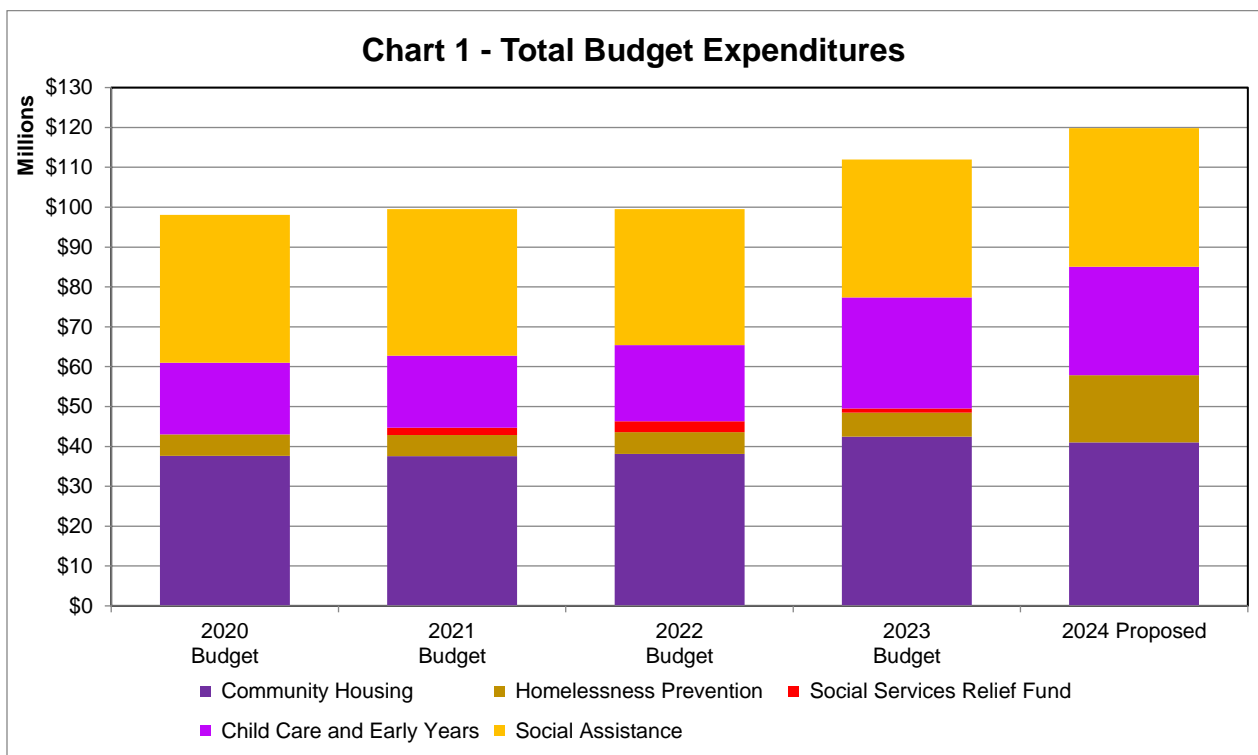
Each year, Administration prepares a Budget for the programs administered by TBDSSAB, including Social Assistance, Child Care and Early Years, Housing and Homelessness Prevention, and Housing Operations. The cost-sharing formulae of the various programs is presented in the table below:

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.

Canada-Wide Early Learning and Child Care (CWELCC)	100% Federally funded.
EarlyON Administration	100% Provincially funded.
	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.
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.

The proposed 2024 TBDSSAB Operating Budget is \$119,638,200 (2023: \$110,810,400) and represents an increase of \$8,827,800, or 8.0%, from the prior year.

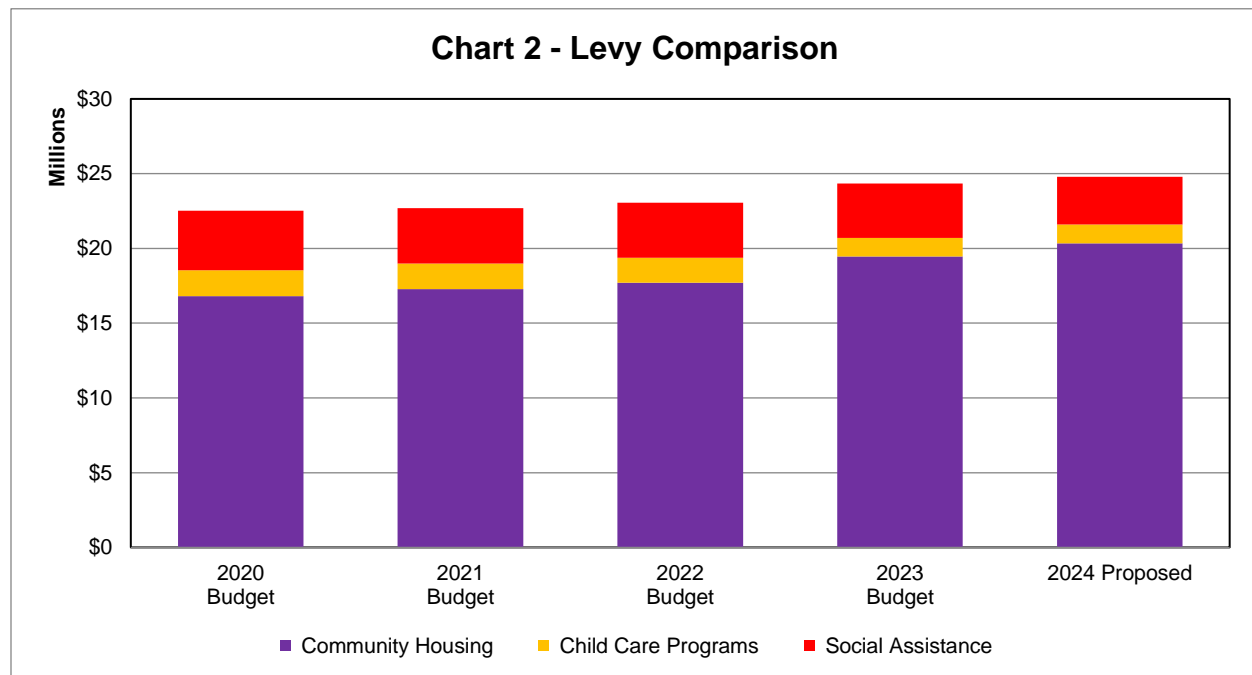
Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2020, through to the proposed 2024 Budget, across the program areas: Social Assistance, Child Care and Early Years, Housing and Homelessness Prevention Programs.



The proposed 2024 Levy to Municipalities and TWOMO is \$25,230,700 (2023: \$24,330,500), an increase of 3.7%.

Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2020 through to the proposed 2024 Levy. This chart illustrates an overall levy increase of 12.1% since 2020.

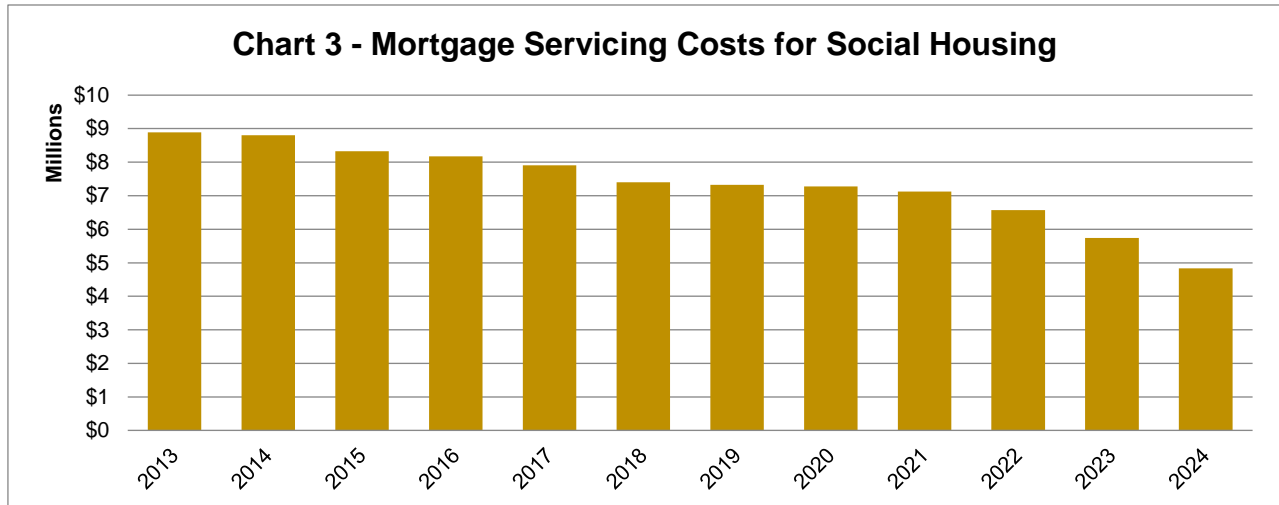
Inflation has accelerated since 2021 with the Consumer Price Index (CPI) forecast for 2024 at 3.8% and is not expected to return to target inflation rates until mid to late 2025. From 2020 through 2024 the cumulative CPI increase is estimated to be approximately 16%.



Unlike Social Assistance 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 \$4.8 million estimated in 2024, as shown in Chart 3 – Mortgage Servicing Costs for Social Housing (below), excluding Urban Native Housing Programs:



In accordance with the Budget Policy CS-02:83, Administration presents the annual proposed TBDSSAB Operating and Capital Budgets for the Board’s review at the November Board meeting. Board Members have the opportunity to ask questions and provide direction to Administration to make any revisions. Administration will reflect the Board’s consensus changes in revised Operating and Capital Budget documents that will be presented for approval at the December Board meeting.

COMMENTS

The proposed 2024 TBDSSAB Operating Budget totals \$119,638,200 and represents an increase of \$8,827,800 or 8%, from the 2023 approved Budget of \$110,810,400. Changes within each program area are outlined below. Attachment #1 provides the complete proposed 2024 Operating Budget Summary.

The proposed 2024 Operating Budget results in a total increase to the Municipal Levy of \$900,300 or 3.7%, compared to the Board-approved 2023 Levy. The proposed 2024 Budget Levy, by program area, is provided in Table 1 – Total Change in Proposed Levy by Program Funding Area (below):

Program	2023 Budget Levy (\$)*	2024 Proposed Levy (\$)*	Increase / (Decrease) (\$)*	% Change
Social Assistance	3,667,600	3,691,500	23,900	0.7%
Child Care and Early Years	1,271,500	1,269,300	(2,200)	(0.2)%
Community Housing	19,691,400	20,670,000	978,600	5.0%
Income Earned on Unrestricted Funds	(300,000)	(400,000)	(100,000)	33.3%
Total Levy	24,330,500	25,230,800	900,300	3.7%

*amounts have been rounded to the nearest hundred

Staffing Resources

The Full-Time-Equivalent (FTE) staffing resources for 2024 total 176.42. The 4.0 FTE temporary positions approved in 2023 either have or will end by December 31, 2023. In accordance with the Board approved Budget Policy, the Chief Administrative Officer (CAO) approves staffing resources, subject to financial implications included within the annual budget. The CAO approved 3.0 FTE in-year staffing expansions, which are included within the respective budget areas. These additional resources were funded by the 100% funded Homelessness Prevention Program funding.

The Board

The Budget for the Board includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2024 Budget of \$110,800 is \$31,800 (22.3%) less than the 2023-approved budget (\$142,700) and reflects the removal of the one-time cost related to the development of the Board's next strategic plan.

Office of the Chief Administrative Officer

The proposed Office of the Chief Administrative Officer (CAO) Budget totals \$1,325,600 in 2024, an increase of \$51,100 (4.0%) from the 2023-approved Budget of \$1,274,500. 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 2024 Budget for the Corporate Services Division totals \$5,324,000, an increase of \$294,100 (5.8%) over the 2023 approved Budget of \$5,029,900.

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 Housing Operations.

Currently, the Finance Department includes 1.0 FTE temporary position related to investigation of fraud allegations of Ontario Works recipients. Given the anticipated changes relative to social assistance modernization, this temporary position will end December 31, 2023, and has been removed from the 2024 budget.

As a result of recommendations in Report No. 2022-63 - Environmental Sustainability Strategy, 1.0 FTE Technical Services Officer – Environmental Stewardship was recommended to support the development and implementation of the Environmental Stewardship Strategy. Similar to 2023, consideration of this position is being deferred for another year.

In addition, and in accordance with the recommendations in Report No. 2022-65 – Physical Security Review, the approved position related to Safety and Risk, will be deferred until 2025 pending further review and analysis related to the various safety and security strategies.

The Budget also includes costs to complete a beautification, security, and environmental design study related to TBDSSAB's direct-owned housing portfolio, as well as a refresh of the Network Security Audit on its technology infrastructure. As these costs are of a one-time nature, they 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. This budget for 2024 totals \$999,300 (2023: \$965,000) 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 \$1,994,400 (2023: \$1,961,600). The temporary 1.0 FTE Grants and Funding Intern position that was established in 2022 and was financed by a Northern Ontario Heritage Fund Corporation grant has been reduced from the 2024 budget as the funding has ended.

Two new positions were added in-year, through the 100% funded Homelessness Prevention Program funding to support housing and homelessness prevention programming:

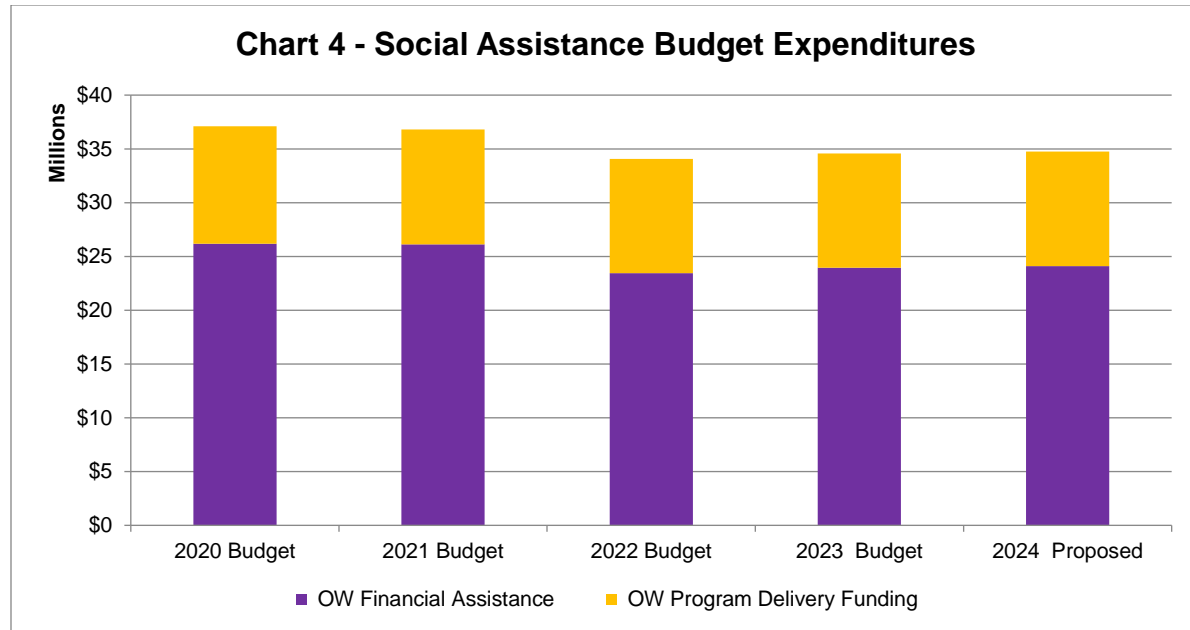
- 1.0 FTE Homelessness Prevention Program Analyst, and
- 1.0 FTE District Tenant & Transitional Outreach and Support Worker.

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 2024 Social Assistance Budget expenditures of \$34,737,500 are \$153,300 (0.4%) higher than the 2023 approved Budget (\$34,584,200). The breakdown and comparison of years 2020 through to the proposed 2024 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 2023, the average monthly caseload has increased by 1.4% compared to the 2022 levels. Administration expects, locally, the caseload will increase approximately 2.2% in 2024. The Provincial budget did not include any increases in Ontario Works financial benefits for recipients for 2024.

The proposed 2024 OW client allowances and benefits budget of \$24,102,600 is \$158,600 higher than the 2023-approved budget to account for this estimated increase. 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 2024 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 2024.

In 2022, Administration piloted the “Going to Work” employment program which connects employment-ready individuals with potential employers and provides employers with financial incentives. This program has been ended effective December 31, 2023, given the changes in employment services.

The two (2) temporary positions of Job Developer and Placement Support Worker that were previously included in the budget have been reduced in the 2024 budget.

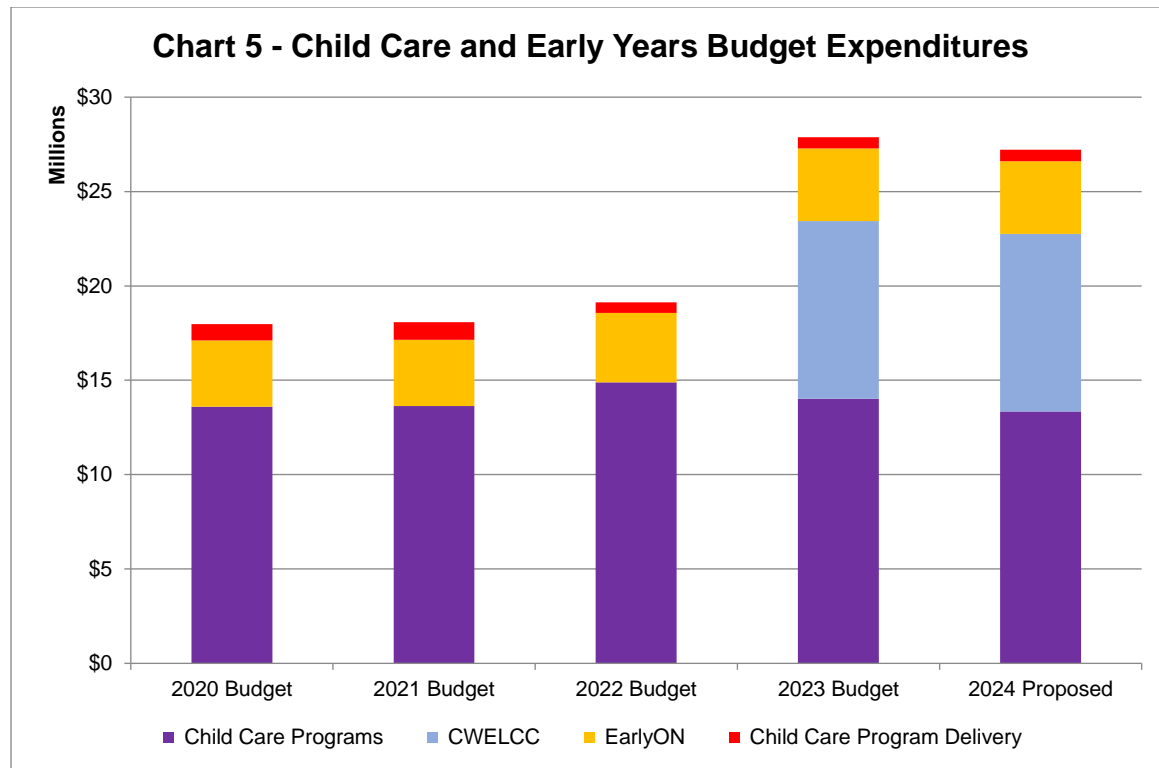
Child Care and Early Years

In 2022, the Province announced the Canada-Wide Early Learning and Child Care (CWELCC) program which aims to enhance the affordability of child care by reducing child care rates to an average of \$10 per day by the end of 2026. CWELCC is 100% Federally funded so there is no impact on the levy to Municipalities and TWOMO.

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, and further delayed in 2023 into fall, 2024. As a result, unless specific information had been provided, no significant changes were made to the 2024 proposed budget. Any required changes that may be announced in 2024 will be provided through the quarterly financial variance report process.

Total 2024 Child Care and Early Years Budget expenditures of \$27,220,600 are \$655,600 less than the 2023 total budget expenditures of \$27,876,200 to account for the ending of the Workforce Funding at March 31, 2023.

The breakdown of expenditures for the years 2020 through to the proposed 2024 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 19, 2023, meeting, the Board approved increasing TBDSSAB's maximum rates for school-age children by 2.8% (Report No. 2023-32 – Child Care Maximum Daily Rates and Fee Subsidy Schedule). The actual rate for all other age categories remains unchanged, however the subsidy provided under CWELCC will amount to 50% of the established rate.

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 continue at the 2023 level of \$2.0 million for 2024.

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 2024 is \$1,543,600 (2023: \$1,543,600).

General Operating

TBDSSAB provides General Operating funding to Child Care Operators to subsidize child care operations. The 2024 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 2024. The proposed 2024 Wage Enhancement Budget of \$1,225,200 is the same as the 2023 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 \$601,200 (2023: \$499,800) are \$101,400 greater than the 2023 approved budget.

Workforce Funding

Workforce Funding was 100% Federally funded and was provided to support the retention of high quality child care and early years workforce. This funding has ended as of March 31, 2023.

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. For 2024, the average fee reduction will be maintained at 50%. The \$9.4 million Budget for 2024 is consistent with the 2023 level considering the delay in funding changes identified by the Province.

Manitouwadge Day Care

Under the Child Care and Early Years Act, child care programs have to prepare meals and snacks in a kitchen space that meets the Child Care Quality Assurance and Licensing Branch licensing standards. In the past, Manitouwadge Nursery School was

given allowance during previous licencing processes to allow bag lunches to be brought in by parents as there would have been only one or two children that required full time care.

At its last inspection, the child care program was deemed non-compliant based on programing changes and is now required to meet compliance standards for full food preparation through renovations related to its kitchen facility. Consistent with the Early Years Reserve Fund to support child care spaces, the capital costs will be supported by TBDSSAB through a contribution from the Early Years Reserve Fund.

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 will remain at a level consistent with the 2023 approved budget. This Program is 100% Provincially funded.

Child Care Program Delivery

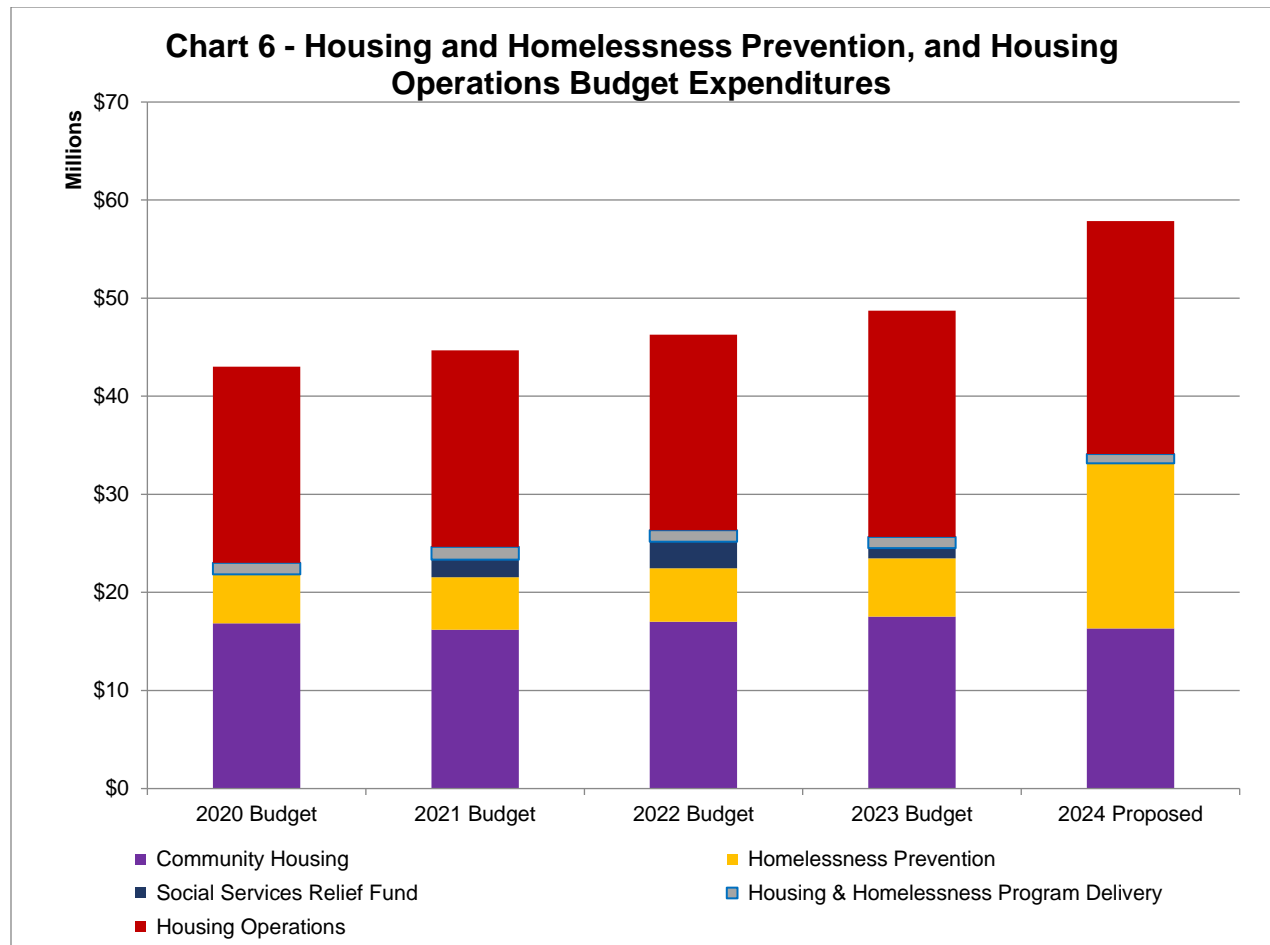
Effective January 1, 2022, the Province reduced the total Administration benchmark from 10% to 5% of the total Provincial allocation. However additional one-time transitional funding was provided to effectively return the benchmark to 10%. Total 2024 Budget expenditures for Child Care Program Delivery are \$621,000 which are \$19,700 (3.3%) higher than the 2023 approved budget (\$601,400).

Overall, the proposed 2024 Levy attributable to Child Care and Early Years is consistent with the 2024 level of \$1,269,300 (2023: \$1,271,500).

Housing and Homelessness Prevention and Housing Operations

The housing area within TBDSSAB comprises two (2) components: Housing and Homelessness Prevention and Housing Operations.

The total combined proposed 2024 Housing and Homelessness Prevention and Housing Operations Budget of \$57,866,100 is \$9,136,700 higher than the 2023 approved budget of \$48,729,400. The breakdown of expenses for the years 2020 through to the proposed 2024 budget is provided in Chart 6 – Housing and Homelessness Prevention and Housing Operations Budget Expenditures (below). The proposed 2024 Levy of \$20,670,000, is \$978,600 (5.0%) higher than the prior year (2023: \$19,691,400).



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

Community Housing

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

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 2023, upon mortgage expiry, two (2) housing provider operating agreements ended. In 2024 another three (3) will end. Administration is in the process of developing new Agreements to replace the operating agreements, as well as a new funding model to support housing providers to remain in the community housing portfolio. The 2024 Budget includes \$388,700 (2023: \$291,100) which will provide rent subsidy to the five (5) non-profit housing providers with expired mortgages.

After removing the five (5) former Provincial Reformed housing providers, and applying the MMAH indices to the remaining providers, the 2024 subsidy to Provincial Reformed housing providers will be \$5,146,700 which is \$481,100 less than the 2023 approved Budget (\$5,627,800). There is a corresponding decrease (\$280,300) 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 2023 Budget, and continued in the 2024 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 \$50,000 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 2024 year.

Urban Native Housing Program

For 2024, there is a slight increase of \$1,700 in subsidy to these housing providers to \$1,047,700 (2023: \$1,046,000). 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 2024 Rent Supplement Budget (Private Landlord and Non-Profit) of \$3,290,200 (2023: \$3,175,400) is \$114,800 higher than the 2023 approved budget. The proposed 2024 Budget reflects a strategy to maintain the average units expected for 2023. The budget allows for an average of 441 rent supplement units per month (2023: 448).

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 2024, the PHB budget expenditures of \$1,129,800 are \$107,500 higher than the 2023 approved budget (\$1,022,300) and support the recommendations within Report No. 2023-42 – Update on the Attainment of TBDSSAB’s Service Level Standards, approved at the October 19, 2023, Board Meeting to secure thirty (30) additional PHBs. This will bring the total to an average of 289 PHBs per month for 2024.

Investment in Affordable Housing (IAH)

The 100% Federally/Provincially-funded IAH Program (IAH, IAH Extension, IAH Social Infrastructure Fund) wound down in 2023, and the remaining recipients have been moved to PHB where appropriate.

The Ontario Renovates Revolving Loan Fund is being included to support Ontario Renovates programming in 2024. The financing of this program is allocated from TBDSSAB's Deferred Revenue balances, with no impact on the levy.

Ontario Priorities Housing Initiative (OPHI)

Per Report No. 2023-31 – Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and Canada-Ontario Housing Benefit Amendment 2023-24, Administration is recommending using the full allocation for the repair and upgrading of existing community housing units. This would support both TBDSSAB-owned and non-profit community housing units, to ensure long term sustainability of current housing, to maximize the availability of community housing throughout the District. As OPHI is a 100% funded program, the allocation for 2024 of \$1,000,000 does not impact the levy.

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. Previously, this reduction was proportionately redirected to Service Managers through their COCHI allocations to stabilize the supply of community housing through repairs, renovations, and transitional operating support.

During 2023, the assumptions related to the level of COCH funding were changed, whereby there was no longer a direct proportional COCHI allocation relative to the reduction in Federal block funding. This change is a concern as it directly impacts future planning for repairs, renovations, and transitional operating support.

In 2024, Administration will use COCHI funds to support rent supplement agreements for former Urban Native Housing Program units (\$1,006,100) and continue to provide transitional operating funding. The remaining COCHI allocation (\$2,726,000) 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. In March 2023, TBDSSAB received an updated HPP planning allocation of \$16,549,000, for each of the next three (3) fiscal years, an increase of \$10,981,600 over the previous years' allocation. The 2024 Budget includes the first full calendar year's allocation, with \$7,692,500 allocated across Operating service categories (Community Outreach and Support, Emergency Shelter Solutions, Housing Assistance, Supportive Housing), and \$9,047,700 allocated to Capital (new facilities) consistent with the Board approved Investment Plan.

Social Services Relief Fund (SSRF)

In response to the COVID-19 Pandemic, the Province established the Social Services Relief Fund (SSRF). This funding ended given the formally announced ending of the global pandemic.

Housing and Homelessness Prevention Program Delivery

The proposed 2024 Budget for Housing Program Administration totals \$948,000 (2023: \$1,128,900), and includes costs associated with supporting community housing providers, and administering housing programs including rent supplement and affordable housing. A new 1.0 FTE Manager, Housing and Homelessness Prevention, was added in-year, supported by the HPP funding.

Housing Operations

The proposed 2024 Budget for Direct-Owned Housing Operations totals \$23,755,700 (2023: \$23,085,400), and includes costs associated with operating and maintaining the direct-owned housing properties, as well as providing supports to tenants within the housing portfolio.

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

- \$5,697,100 (2023: \$5,467,300) for Municipal property taxes,
- \$4,595,300 (2023: \$4,415,000) in utility costs (natural gas, water and electricity),
- \$1,927,800 (2023: \$2,191,000) in debt servicing costs,
- \$1,047,500 (2023: \$800,600) for property insurance.

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

The proposed 2024 Budget also includes amounts for:

- Repairs and Maintenance of \$2,301,900 (2023: \$2,251,900), which relates to the costs to repair to maintain the housing portfolio infrastructure.
- Operating Services Budget of \$2,100,000 (2023: \$2,123,000) which includes the costs for snow removal, janitorial services, building security, and regular servicing of mechanical, electrical, and life safety systems.

Although the Board approved rent increases during 2023, Rent revenue (RGI and Market rent) is budgeted to remain consistent with the 2023 budget (\$11,356,200). In September 2020, legislation was introduced to propose a freeze to the Ontario market rent rates previously determined for 2021 by MMAH. The intent was to reduce the burden on renters due to the COVID -19 pandemic. The *Helping Tenants and Small Businesses Act* froze rents in 2021 for a one-year period for tenants of most rent-controlled and non-rent-controlled residential units, which included municipally funded community housing units. No rent increases also impacted the ability to address tenants who did not provide a yearly income update. Since the rent-freeze was lifted January 1, 2022, annual tenant rent reviews have resulted in lower rents retroactive to prior periods, which has continued into 2023. Administration had anticipated rents would increase slightly in 2023 as the economy recovered after the pandemic, however, with only approximately 100 tenants' RGI based on earned income, increases have not materialized. These lower income levels are expected to continue, and thereby impact on the expected rent revenue in the 2024 budget.

To support the Housing Portfolio, the 1.0 FTE Paralegal (temporary), approved in the 2023 budget continues into 2024. 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 \$5,045,000 (2023: \$4,499,000) are planned through a review of the Direct-Owned Housing portfolio assets in conjunction with the Building Condition Assessment (BCA) Reports.

The Capital Budget includes 65 projects, which are identified through four (4) main categories:

Project Category	# of Projects	Budget (\$)
Demand Projects that require annual allocations to maintain infrastructure and contribute to the long-term sustainability of services to the tenants / clients, and were not previously identified within the Building Condition Assessments	11	540,000
Planned Projects that require regular cyclical replacement	32	2,802,000
Planned - Green Planned Projects that impact the environment in a positive manner	11	754,000
Planned – Risk Management Planned projects that related directly to risk mitigation.	11	749,000
Insurance Deductibles		200,000
Total	65	\$5,045,000

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. 2023-38 – 2023 Reserve and Reserve Fund Strategy Update, the proposed 2024 Budget includes strategic uses of various Reserve Funds, as follows:

Operating Budget

- Early Years Reserve Fund: finance up to \$50,000 for required renovations for the Manitouswage Day Care Centre.
- 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 \$3,056,000, net \$2,406,900, in accordance with the Community Housing funding model and related MMAH indices, for the Direct-Owned Housing portfolio; and
 - finance up to \$650,000 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 \$92,500 for one-time costs related to infrequently occurring events such as the Engagement Survey and costs related to Vale Community Centre;
 - finance up to \$200,000 for consulting services to develop a beautification, security, and environmental design study, and the Network Security Audit;
 - finance up to \$50,000 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; and
 - finance up to \$86,800 to cover the cost of a temporary paralegal position to assist with the backlog of landlord tenant board cases.
- Office Building Reserve Fund: contribute \$207,100 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

Capital Budget

- Housing Portfolio Capital Reserve Fund: finance up to \$3,600,000 to fund the 2024 Capital Expenditure Budget.

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 2024 TBDSSAB Budget, as presented, would result in a total Operating Budget of \$119,638,200, and includes a Municipal and TWOMO Levy of \$25,230,800, which represents an increase of \$900,300, or 3.7%, relative to the 2023 approved levy.

The proposed 2024 Capital Budget expenditures total \$5,045,000, with \$3,600,000 to be financed from the Housing Portfolio Capital Reserve Fund, consistent with the Reserve and Reserve Fund Strategy.



CONCLUSION

It is concluded that the proposed 2024 TBDSSAB Operating Budget, which totals \$119,638,200, provides for all core programs, 176.42 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of \$25,230,700.

It is also concluded that the proposed 2024 Capital Budget, as presented, would result in total expenditures of \$5,045,000 for various direct-owned housing properties.

REFERENCE MATERIALS

- Attachment #1 [2024 Proposed Operating Budget Summary](#)
- #2 [Proposed 2024 Capital Budget Project Summary](#)
- #3 [Confidential Proposed 2024 Capital Budget Project Financial Summary](#) (Presented in Closed Session only)

PREPARED BY:	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
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**

2024 Proposed Operating Budget

Presented November 16, 2023

The District of Thunder Bay Social Services Administration Board

Operating Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Social Assistance	34,080,300	34,584,200	34,737,500	153,300	0.4%
Child Care and Early Years	19,135,300	27,876,200	27,220,600	(655,600)	-2.4%
Community Housing and Homelessness Prevention Programs	46,293,700	48,729,400	57,866,100	9,136,700	18.7%
Other Recoveries	(406,700)	(379,400)	(186,000)	193,400	-51.0%
Total Expenditures	99,102,600	110,810,400	119,638,200	8,827,800	8.0%
Financing					
Grants					
Provincial Grants	54,598,300	54,032,900	63,998,500	9,965,600	18.4%
Federal Grants	12,090,200	22,570,300	20,240,300	(2,330,000)	-10.3%
Revenue					
Rents	11,102,100	11,410,200	11,535,500	125,300	1.1%
Other Revenue	412,200	377,300	357,800	(19,500)	-5.2%
Income Earned on Unrestricted Funds	100,000	300,000	400,000	100,000	33.3%
Income Earned on Reserve Funds	722,600	722,600	750,000	27,400	3.8%
Levy to Municipalities and TWOMO	23,054,300	24,330,500	25,230,800	900,300	3.7%
Reserve Funds					
From (to) Community Housing Reserve Fund	10,000	10,000	10,000	-	0.0%
From (to) Housing Portfolio Capital Reserve Fund	(2,365,400)	(2,414,400)	(2,406,900)	7,500	-0.3%
From (to) Levy Stabilization Reserve Fund	300,000	396,600	429,300	32,700	8.2%
From (to) Office Building Reserve Fund	(199,100)	(203,000)	(207,100)	(4,100)	2.0%
From (to) Early Years Reserve Fund			50,000		
From (to) Reserve Funds	(722,600)	(722,600)	(750,000)	(27,400)	3.8%
Total Financing	99,102,600	110,810,400	119,638,200	8,777,800	8.0%

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

	Board			Office of Chief Administrative Officer		
	2022 Bud	2023 Bud	2024 Bud	2022 Bud	2023 Bud	2024 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	-	-	-	22,500
Imputed rent adjustment	-	-	-	-	-	-
Total Financing	-	28,400	-	-	-	22,500
Expenditures						
Personnel services	53,400	55,900	54,700	1,004,500	1,041,400	1,083,300
Interest on long-term debt	-	-	-	-	-	-
Materials	55,300	56,700	56,100	152,600	157,800	152,000
Contracted services	5,000	30,000	-	75,300	75,300	90,300
Rents and financial expenses	-	-	-	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-
Allocation of internal admin	(113,700)	(114,200)	(110,800)	(1,232,400)	(1,274,500)	(1,303,100)
Imputed rent recovery	-	-	-	-	-	-
Total Expenditures	-	28,400	-	-	-	22,500
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		
	2022 Bud	2023 Bud	2024 Bud	2022 Bud	2023 Bud	2024 Bud
Financing						
Levy to municipalities and TWOMO	(100,000)	(300,000)	(400,000)	-	-	-
Income on unrestricted funds	100,000	300,000	400,000	-	-	-
Income on restricted funds	722,600	722,600	750,000	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	5,000	3,500	3,500	-	35,000	-
From (to) reserve funds	(921,700)	(925,600)	(757,100)	-	-	-
Imputed rent adjustment	(212,600)	(243,300)	(204,900)	-	-	-
Total Financing	(406,700)	(442,800)	(208,500)	-	35,000	-
Expenditures						
Personnel services	2,703,600	2,790,000	2,718,100	2,214,800	2,244,200	2,413,500
Interest on long-term debt	98,400	81,600	73,900	-	-	-
Materials	1,696,500	1,718,700	1,990,600	56,200	53,400	57,000
Contracted services	89,600	56,700	151,800	-	-	-
Rents and financial expenses	13,500	13,500	13,500	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	297,000	306,000	315,000	-	-	-
Program administration recovery	20,100	20,400	19,800	(287,300)	(301,000)	(476,100)
Allocation of internal admin	(3,931,500)	(4,021,900)	(4,083,400)	(1,983,700)	(1,961,600)	(1,994,400)
Imputed rent recovery	(1,393,900)	(1,407,800)	(1,407,800)	-	-	-
Total Expenditures	(406,700)	(442,800)	(208,500)	-	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		
	2022 Bud	2023 Bud	2024 Bud	2022 Bud	2023 Bud	2024 Bud
Financing						
Levy to municipalities and TWOMO	3,688,900	3,667,600	3,691,500	1,675,100	1,271,500	1,269,300
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	30,244,700	30,748,700	30,904,600	15,454,400	15,503,200	15,499,000
Federal grants	-	-	-	1,995,200	11,089,400	10,392,100
Other revenue	-	-	-	-	-	-
From (to) reserve funds	-	-	-	-	-	50,000
Imputed rent adjustment	146,700	167,900	141,400	10,600	12,100	10,200
Total Financing	34,080,300	34,584,200	34,737,500	19,135,300	27,876,200	27,220,600
Expenditures						
Personnel services	3,957,100	4,077,900	4,064,500	437,800	457,600	442,300
Interest on long-term debt	-	-	-	-	-	-
Materials	552,700	523,900	484,600	36,800	42,500	43,400
Contracted services	10,000	5,000	5,000	1,000	1,000	4,700
Rents and financial expenses	112,800	107,400	107,200	-	-	-
External transfers	24,678,200	24,929,100	25,157,800	17,937,200	26,583,400	25,931,500
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	6,400	237,000	156,200	-	-	-
Allocation of internal admin	3,801,300	3,732,500	3,790,800	652,800	721,300	728,300
Imputed rent recovery	961,800	971,400	971,400	69,700	70,400	70,400
Total Expenditures	34,080,300	34,584,200	34,737,500	19,135,300	27,876,200	27,220,600
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

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

	Community Housing and Homelessness Programs			Total		
	2022 Bud	2023 Bud	2024 Bud	2022 Bud	2023 Bud	2024 Bud
Financing						
Levy to municipalities and TWOMO	17,790,300	19,691,400	20,670,000	23,054,300	24,330,500	25,230,800
Income on unrestricted funds	-	-	-	100,000	300,000	400,000
Income on restricted funds	-	-	-	722,600	722,600	750,000
Rents	11,102,100	11,410,200	11,535,500	11,102,100	11,410,200	11,535,500
Provincial grants	8,899,200	7,781,000	17,594,900	54,598,300	54,032,900	63,998,500
Federal grants	10,095,000	11,480,900	9,848,200	12,090,200	22,570,300	20,240,300
Other revenue	407,200	338,800	354,300	412,200	377,300	357,800
From (to) reserve funds	(2,055,400)	(2,036,200)	(2,190,100)	(2,977,100)	(2,933,400)	(2,874,700)
Imputed rent adjustment	55,300	63,300	53,300	-	-	-
Total Financing	46,293,700	48,729,400	57,866,100	99,102,600	110,810,400	119,638,200
Expenditures						
Personnel services	3,799,700	4,200,700	4,521,400	14,170,900	14,867,700	15,297,800
Interest on long-term debt	187,700	145,100	100,000	286,100	226,700	173,900
Materials	15,362,800	18,914,700	19,945,300	17,912,900	21,467,700	22,729,000
Contracted services	80,000	30,000	20,000	260,900	198,000	271,800
Rents and financial expenses	68,000	9,600	9,600	194,300	130,500	130,300
External transfers	21,121,900	20,055,400	27,803,300	63,737,300	71,567,900	78,892,600
Repayment of long-term debt	2,243,200	2,045,900	1,827,800	2,540,200	2,351,900	2,142,800
Program administration recovery	260,800	43,600	300,100	-	-	-
Allocation of internal admin	2,807,200	2,918,400	2,972,600	-	-	-
Imputed rent recovery	362,400	366,000	366,000	-	-	-
Total Expenditures	46,293,700	48,729,400	57,866,100	99,102,600	110,810,400	119,638,200
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-



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

2024 Board Budget Summary

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	53,400	55,900	54,700	-	-	54,700	(1,200)	-2.1%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	55,300	56,700	56,100	-	-	56,100	(600)	-1.1%
Contracted services	5,000	30,000	-	-	-	-	(30,000)	-100.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Total Expenditures	113,700	142,600	110,800	-	-	110,800	(31,800)	-22.3%
Financing								
Other revenue								
From levy stabilization reserve fund	-	(28,400)	-	-	-	-	28,400	-100.0%
Allocation								
Direct-owned community housing building operations	(22,700)	(22,800)	(22,200)	-	-	(22,200)	600	-2.6%
Ontario Works	(45,600)	(45,800)	(44,200)	-	-	(44,200)	1,600	-3.5%
Child care and Early Years	(22,700)	(22,800)	(22,200)	-	-	(22,200)	600	-2.6%
Housing Programs	(22,700)	(22,800)	(22,200)	-	-	(22,200)	600	-2.6%
Unallocated	-	-	-	-	-	-	-	n/a

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

Division: Board
Cost Center: 11010 - Board

Account Description	2022	2023	2024			Budget	% Change
	Budget	Budget	Base	Reductions	Expansions		
Expenditures							
511200 Honorariums	50,900	53,400	52,200	-	-	52,200	-2.2%
512150 Payroll remittances	2,500	2,500	2,500	-	-	2,500	0.0%
531125 Diversity Equity and Inclusion	-	-	500	-	-	500	n/a
531150 Training	2,500	2,500	2,500	-	-	2,500	0.0%
531200 Mileage	12,300	12,200	11,100	-	-	11,100	-9.0%
531220 Travel (Board)	2,300	2,700	5,600	-	-	5,600	107.4%
531220 Travel (conference)	1,400	2,100	2,200	-	-	2,200	4.8%
531230 Registration fees	1,000	1,000	500	-	-	500	-50.0%
531240 Paid meals	1,700	1,300	1,500	-	-	1,500	15.4%
531250 Meeting expense	9,300	9,000	5,400	-	-	5,400	-40.0%
531550 Corporate memberships	9,300	9,800	10,600	-	-	10,600	8.2%
532110 Communications	200	-	-	-	-	-	n/a
532320 Insurance - public liability	15,300	16,100	16,200	-	-	16,200	0.6%
541120 Consultant fees	-	25,000	-	-	-	-	-100.0%
541130 Legal fees	5,000	5,000	-	-	-	-	-100.0%
Total Expenditures	113,700	142,600	110,800	-	-	110,800	-22.3%
Financing							
Other revenue							
Transfer from Levy Stabilization Reserve Fund	-	(28,400)	-	-	-	-	-100.0%
Allocation							
481210 Direct-owned community housing building operations	(22,700)	(22,800)	(22,200)	-	-	(22,200)	-2.6%
481210 Ontario Works	(45,600)	(45,800)	(44,200)	-	-	(44,200)	-3.5%
481210 Child care and Early Years	(22,700)	(22,800)	(22,200)	-	-	(22,200)	-2.6%
481210 Housing Programs	(22,700)	(22,800)	(22,200)	-	-	(22,200)	-2.6%
Total Allocation	(113,700)	(114,200)	(110,800)	-	-	(110,800)	-3.0%
Unallocated	-	-	-	-	-	-	n/a



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

**2024 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	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	1,004,500	1,041,400	1,083,300	-	-	1,083,300	41,900	4.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	152,600	157,800	152,000	-	-	152,000	(5,800)	-3.7%
Contracted services	75,300	75,300	90,300	-	-	90,300	15,000	19.9%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Total Expenditures	1,232,400	1,274,500	1,325,600	-	-	1,325,600	51,100	4.0%
Financing:								
Levy Stabilization reserve fund			(22,500)			(22,500)	(22,500)	n/a
Allocation								
Direct-owned community housing building operations	(289,300)	(300,500)	(295,500)	-	-	(295,500)	5,000	-1.7%
Ontario Works	(600,400)	(621,600)	(636,200)	-	-	(636,200)	(14,600)	2.3%
Child care and Early Years	(139,100)	(143,100)	(145,700)	-	-	(145,700)	(2,600)	1.8%
Housing Programs	(203,600)	(209,300)	(225,700)	-	-	(225,700)	(16,400)	7.8%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	514,700	525,100	541,000	-	-	541,000	15,900	3.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	47,000	50,600	43,800	-	-	43,800	(6,800)	-13.4%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Total Expenditures	561,700	575,700	584,800	-	-	584,800	9,100	1.6%
Allocation								
Direct-owned community housing building operations	(68,000)	(69,900)	(58,500)	-	-	(58,500)	11,400	-16.3%
Ontario Works	(224,700)	(230,300)	(233,900)	-	-	(233,900)	(3,600)	1.6%
Child care and Early Years	(112,300)	(115,100)	(117,000)	-	-	(117,000)	(1,900)	1.7%
Housing Programs	(156,700)	(160,400)	(175,400)	-	-	(175,400)	(15,000)	9.4%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	489,800	516,300	542,300	-	-	542,300	26,000	5.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	105,600	107,200	108,200	-	-	108,200	1,000	0.9%
Contracted services	75,300	75,300	90,300	-	-	90,300	15,000	19.9%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Total Expenditures	670,700	698,800	740,800	-	-	740,800	42,000	6.0%
Financing:								
Levy Stabilization reserve fund			(22,500)	-	-	(22,500)	(22,500)	n/a
Allocation								
Direct-owned community housing building operations	(221,300)	(230,600)	(237,000)	-	-	(237,000)	(6,400)	2.8%
Ontario Works	(375,700)	(391,300)	(402,300)	-	-	(402,300)	(11,000)	2.8%
Child care and Early Years	(26,800)	(28,000)	(28,700)	-	-	(28,700)	(700)	2.5%
Housing Programs	(46,900)	(48,900)	(50,300)	-	-	(50,300)	(1,400)	2.9%
Unallocated	-	-	-	-	-	-	-	n/a



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

**2024 Corporate Services Division
Budget Summary**

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	2,703,600	2,790,000	2,816,900	(98,800)	-	2,718,100	(71,900)	-2.6%
Interest on long-term debt	98,400	81,600	73,900	-	-	73,900	(7,700)	-9.4%
Materials	1,696,500	1,718,700	1,990,600	-	-	1,990,600	271,900	15.8%
Contracted services	89,600	56,700	151,800	-	-	151,800	95,100	167.7%
Rents and financial expenses	13,500	13,500	13,500	-	-	13,500	-	0.0%
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	297,000	306,000	315,000	-	-	315,000	9,000	2.9%
Internal administrative expense	60,700	63,400	61,100	-	-	61,100	(2,300)	-3.6%
Total Expenditures	4,959,300	5,029,900	5,422,800	(98,800)	-	5,324,000	294,100	5.8%
Recoveries								
From building overhead	(40,600)	(43,000)	(41,300)	-	-	(41,300)	1,700	-4.0%
Revenue								
Other revenue	(5,000)	(3,500)	(3,500)	-	-	(3,500)	-	0.0%
Income earned on unrestricted funds	(100,000)	(300,000)	(400,000)	-	-	(400,000)	(100,000)	33.3%
Income earned on restricted funds	(722,600)	(722,600)	(750,000)	-	-	(750,000)	(27,400)	3.8%
Financing								
From Levy Stabilization			(200,000)			(200,000)	(200,000)	n/a
To office building reserve fund	199,100	203,000	207,100	-	-	207,100	4,100	2.0%
To reserve funds	722,600	722,600	750,000	-	-	750,000	27,400	3.8%
Allocation								
Direct-owned community housing building operations	(1,645,300)	(1,729,700)	(1,757,000)	-	-	(1,757,000)	(27,300)	1.6%
Ontario Works	(3,137,600)	(3,085,000)	(3,205,900)	98,800	-	(3,107,100)	(22,100)	0.7%
Child care and Early Years	(198,000)	(243,400)	(247,500)	-	-	(247,500)	(4,100)	1.7%
Housing Programs	(344,500)	(371,600)	(379,600)	-	-	(379,600)	(8,000)	2.2%
Imputed Rent Adjustment	212,600	243,300	204,900	-	-	204,900	(38,400)	-15.8%
Reduction to Levy	(100,000)	(300,000)	(400,000)	-	-	(400,000)	(100,000)	33.3%

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	255,900	260,400	265,400	-	-	265,400	5,000	1.9%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	29,200	35,000	31,100	-	-	31,100	(3,900)	-11.1%
Contracted services	35,000	-	-	-	-	-	-	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	320,100	295,400	296,500	-	-	296,500	1,100	0.4%
Recoveries								
From building overhead	(17,400)	(18,200)	(18,500)	-	-	(18,500)	(300)	1.6%
Allocation								
Direct-owned community housing building operations	(121,100)	(94,200)	(94,500)	-	-	(94,500)	(300)	0.3%
Ontario Works	(151,400)	(116,400)	(116,700)	-	-	(116,700)	(300)	0.3%
Child care and Early Years	(15,100)	(33,300)	(33,400)	-	-	(33,400)	(100)	0.3%
Housing Programs	(15,100)	(33,300)	(33,400)	-	-	(33,400)	(100)	0.3%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	257,100	270,500	282,900	-	-	282,900	12,400	4.6%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	42,400	36,000	33,500	-	-	33,500	(2,500)	-6.9%
Contracted services	3,000	3,000	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	302,500	309,500	319,400	-	-	319,400	9,900	3.2%
Allocation								
Direct-owned community housing building operations	(242,000)	(260,000)	(268,300)	-	-	(268,300)	(8,300)	3.2%
Ontario Works	(54,500)	(43,300)	(44,700)	-	-	(44,700)	(1,400)	3.2%
Child care and Early Years	(3,000)	(3,100)	(3,200)	-	-	(3,200)	(100)	3.2%
Housing Programs	(3,000)	(3,100)	(3,200)	-	-	(3,200)	(100)	3.2%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	1,261,300	1,285,300	1,303,500	(98,800)	-	1,204,700	(80,600)	-6.3%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	14,000	17,400	17,500	-	-	17,500	100	0.6%
Contracted services	33,900	36,000	48,300	-	-	48,300	12,300	34.2%
Rents and financial expenses	13,500	13,500	13,500	-	-	13,500	-	0.0%
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
Total Expenditures	1,322,700	1,352,200	1,382,800	(98,800)	-	1,284,000	(68,200)	-5.0%
Revenue								
Other revenue	(1,500)	-	-	-	-	-	-	n/a
Allocation								
Direct-owned community housing building operations	(323,800)	(352,500)	(359,500)	-	-	(359,500)	(7,000)	2.0%
Ontario Works	(798,900)	(775,500)	(794,500)	98,800	-	(695,700)	79,800	-10.3%
Child care and Early Years	(62,700)	(85,400)	(87,200)	-	-	(87,200)	(1,800)	2.1%
Housing Programs	(135,800)	(138,800)	(141,600)	-	-	(141,600)	(2,800)	2.0%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	519,100	533,300	551,900	-	-	551,900	18,600	3.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	1,045,700	1,076,000	1,323,500	-	-	1,323,500	247,500	23.0%
Contracted services	17,700	17,700	500	-	-	500	(17,200)	-97.2%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
Total Expenditures	1,582,500	1,627,000	1,875,900	-	-	1,875,900	248,900	15.3%
Revenue								
Other revenue	-	-	-	-	-	-	-	n/a
Levy Stabilization reserve			(100,000)	-	-	(100,000)	(100,000)	n/a
Allocation								
Direct-owned community housing building operations	(284,900)	(325,400)	(355,200)	-	-	(355,200)	(29,800)	9.2%
Ontario Works	(1,171,000)	(1,171,400)	(1,278,600)	-	-	(1,278,600)	(107,200)	9.2%
Child care and Early Years	(47,500)	(48,800)	(53,300)	-	-	(53,300)	(4,500)	9.2%
Housing Programs	(79,100)	(81,400)	(88,800)	-	-	(88,800)	(7,400)	9.1%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	410,200	440,500	413,200	-	-	413,200	(27,300)	-6.2%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	35,600	40,300	35,700	-	-	35,700	(4,600)	-11.4%
Contracted services	-	-	100,000	-	-	100,000	100,000	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	445,800	480,800	548,900	-	-	548,900	68,100	14.2%
Recoveries								
From building overhead	(23,200)	(24,800)	(22,800)	-	-	(22,800)	2,000	-8.1%
Levy Stabilization reserve	-	-	(100,000)	-	-	(100,000)	(100,000)	100.0%
Allocation								
Direct-owned community housing building operations	(422,600)	(444,200)	(426,100)	-	-	(426,100)	18,100	-4.1%
Ontario Works	-	(7,000)	-	-	-	-	7,000	-100.0%
Child care and Early Years	-	(2,400)	-	-	-	-	2,400	-100.0%
Housing Programs	-	(2,400)	-	-	-	-	2,400	-100.0%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024				2023 to 2024	
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	-	-	-	-	-	-	-	n/a
Interest on long-term debt	98,400	81,600	73,900	-	-	73,900	(7,700)	-9.4%
Materials	529,600	514,000	549,300	-	-	549,300	35,300	6.9%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	297,000	306,000	315,000	-	-	315,000	9,000	2.9%
Internal administrative expense	60,700	63,400	61,100	-	-	61,100	(2,300)	-3.6%
Total Expenditures	985,700	965,000	999,300	-	-	999,300	34,300	3.6%
Revenue								
Other revenue	(3,500)	(3,500)	(3,500)	-	-	(3,500)	-	0.0%
Allocation								
Direct-owned community housing building operations	(250,900)	(253,400)	(253,400)	-	-	(253,400)	-	0.0%
Ontario Works	(961,800)	(971,400)	(971,400)	-	-	(971,400)	-	0.0%
Child care and Early Years	(69,700)	(70,400)	(70,400)	-	-	(70,400)	-	0.0%
Housing Programs	(111,500)	(112,600)	(112,600)	-	-	(112,600)	-	0.0%
Financing								
To office building reserve fund	199,100	203,000	207,100	-	-	207,100	4,100	2.0%
Imputed Rent Adjustment	(212,600)	(243,300)	(204,900)	-	-	(204,900)	38,400	-15.8%



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

**2024 Integrated Social Services Division
Budget Summary**

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	2,214,800	2,244,200	2,484,600	(71,100)	-	2,413,500	169,300	7.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	56,200	53,400	57,000	-	-	57,000	3,600	6.7%
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	2,271,000	2,297,600	2,541,600	(71,100)	-	2,470,500	172,900	7.5%
Recoveries								
From homelessness programs	(287,300)	(301,000)	(476,100)	-	-	(476,100)	(175,100)	58.2%
Revenues								
Other revenue	-	(35,000)	-	-	-	-	35,000	-100.0%
Total Expenditures Less Revenues and Recoveries	1,983,700	1,961,600	2,065,500	(71,100)	-	1,994,400	32,800	1.7%
Allocation								
Direct-owned community housing building operations	(168,800)	(167,400)	(173,600)	3,600	-	(170,000)	(2,600)	1.6%
Ontario Works	(979,500)	(951,500)	(999,600)	24,900	-	(974,700)	(23,200)	2.4%
Child care and Early Years	(362,700)	(382,400)	(404,600)	21,300	-	(383,300)	(900)	0.2%
Housing Programs	(472,700)	(460,300)	(487,700)	21,300	-	(466,400)	(6,100)	1.3%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024				2023 to 2024	
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	581,600	626,600	757,000	(71,100)	-	685,900	59,300	9.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	34,400	26,700	30,200	-	-	30,200	3,500	13.1%
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	616,000	653,300	787,200	(71,100)	-	716,100	62,800	9.6%
Recoveries								
From homelessness programs	-	-	(92,400)	-	-	(92,400)	(92,400)	n/a
Revenues								
Other revenue	-	(35,000)	-	-	-	-	35,000	-100.0%
Total Expenditures Less Revenues and Recoveries	616,000	618,300	694,800	(71,100)	-	623,700	5,400	0.9%
Allocation								
Direct-owned community housing building operations	(73,100)	(73,500)	(78,200)	3,600	-	(74,600)	(1,100)	1.5%
Ontario Works	(229,700)	(230,400)	(257,600)	24,900	-	(232,700)	(2,300)	1.0%
Child care and Early Years	(156,600)	(157,200)	(179,500)	21,300	-	(158,200)	(1,000)	0.6%
Housing Programs	(156,600)	(157,200)	(179,500)	21,300	-	(158,200)	(1,000)	0.6%
Unallocated	-	-	-	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024				2023 to 2024	
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	1,633,200	1,617,600	1,727,600	-	-	1,727,600	110,000	6.8%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	21,800	26,700	26,800	-	-	26,800	100	0.4%
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	1,655,000	1,644,300	1,754,400	-	-	1,754,400	110,100	6.7%
Recoveries								
From homelessness programs	(287,300)	(301,000)	(383,700)	-	-	(383,700)	(82,700)	27.5%
Total Expenditures Less Revenues and Recoveries	1,367,700	1,343,300	1,370,700	-	-	1,370,700	27,400	2.0%
Allocation								
Direct-owned community housing building operations	(95,700)	(93,900)	(95,400)	-	-	(95,400)	(1,500)	1.6%
Ontario Works	(749,800)	(721,100)	(742,000)	-	-	(742,000)	(20,900)	2.9%
Child care and Early Years	(206,100)	(225,200)	(225,100)	-	-	(225,100)	100	0.0%
Housing Programs	(316,100)	(303,100)	(308,200)	-	-	(308,200)	(5,100)	1.7%
Unallocated	-	-	-	-	-	-	-	n/a

The District of Thunder Bay Social Services Administration Board

Social Assistance Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Ontario Works Financial Assistance	23,440,100	23,944,000	24,102,600	158,600	0.7%
Ontario Works Program Delivery	10,640,200	10,640,200	10,634,900	(5,300)	0.0%
Total Expenditures	34,080,300	34,584,200	34,737,500	153,300	0.4%
Grants					
Provincial Grants - OW	(30,244,700)	(30,748,700)	(30,904,600)	(155,900)	0.5%
Financing					
Imputed Rent Adjustment	(146,700)	(167,900)	(141,400)	26,500	-15.8%
Cost to be Levied	3,688,900	3,667,600	3,691,500	23,900	0.7%

The District of Thunder Bay Social Services Administration Board

OW Financial Assistance Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Basic allowance	12,866,600	13,083,500	13,329,200	245,700	1.9%
Shelter	10,828,300	11,019,400	11,323,400	304,000	2.8%
Start-up benefits	127,400	158,800	129,400	(29,400)	-18.5%
Health-related benefits	318,500	381,100	355,900	(25,200)	-6.6%
Mandatory special necessities	477,700	285,800	258,800	(27,000)	-9.4%
Special assistance	828,000	920,900	1,035,300	114,400	12.4%
Transitional child benefit	63,700	127,000	97,100	(29,900)	-23.5%
Total Expenditures	25,510,200	25,976,500	26,529,100	552,600	2.1%
Client Revenue and Recovery					
Income revenue	(1,082,800)	(1,048,000)	(776,500)	271,500	-25.9%
OW recovery	(605,100)	(603,400)	(873,500)	(270,100)	44.8%
Repayments and reimbursements	(382,200)	(381,100)	(776,500)	(395,400)	103.8%
Total Client Revenue & Recovery	(2,070,100)	(2,032,500)	(2,426,500)	(394,000)	19.4%
Gross Cost For Cost Sharing	23,440,100	23,944,000	24,102,600	158,600	0.7%
Grants					
Provincial grants - OW	(23,440,100)	(23,944,000)	(24,102,600)	(158,600)	0.7%
Cost to be Levied	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	3,957,100	4,077,900	4,232,100	(167,600)	-	4,064,500	(13,400)	-0.3%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	552,700	523,900	484,600	-	-	484,600	(39,300)	-7.5%
Contracted services	10,000	5,000	5,000	-	-	5,000	-	0.0%
Rents and financial expenses	112,800	107,400	107,200	-	-	107,200	(200)	-0.2%
External transfers	1,238,100	985,100	1,055,200	-	-	1,055,200	70,100	7.1%
Internal administrative expense	3,928,100	4,012,300	4,201,700	(123,700)	-	4,078,000	65,700	1.6%
Imputed rent recovery	961,800	971,400	971,400	-	-	971,400	-	0.0%
Total Expenditures	10,760,600	10,683,000	11,057,200	(291,300)	-	10,765,900	82,900	0.8%
Recoveries								
From homelessness programs	(120,400)	(42,800)	(131,000)	-	-	(131,000)	(88,200)	206.1%
Total Expenditures Less Recoveries	10,640,200	10,640,200	10,926,200	(291,300)	-	10,634,900	(5,300)	0.0%
Grants								
Provincial grants - OW	(6,804,600)	(6,804,700)	(6,947,700)	145,700	-	(6,802,000)	2,700	0.0%
Financing								
From Levy Stabilization Reserve Fund	-	-	-	-	-	-	-	n/a
Imputed rent adjustment	(146,700)	(167,900)	(141,400)	-	-	(141,400)	26,500	-15.8%
Cost to be Levied	3,688,900	3,667,600	3,837,100	(145,600)	-	3,691,500	23,900	0.7%

The District of Thunder Bay Social Services Administration Board

Child Care and Early Years Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Child Care Programs	14,892,500	23,437,500	22,762,200	(675,300)	-2.9%
EarlyON	3,677,200	3,837,300	3,837,300	-	0.0%
Child Care Program Delivery	565,600	601,400	621,100	19,700	3.3%
Total Expenditures	19,135,300	27,876,200	27,220,600	(655,600)	-2.4%
Grants					
Provincial Grants - Child Care	(15,454,400)	(15,503,200)	(15,499,000)	4,200	0.0%
Federal Grants - Child Care	(1,995,200)	(11,089,400)	(10,392,100)	697,300	-6.3%
Financing					
Early Years reserve fund	-	-	(50,000)	(50,000)	n/a
Imputed Rent Adjustment	(10,600)	(12,100)	(10,200)	1,900	-15.7%
Cost to be Levied	1,675,100	1,271,500	1,269,300	(2,200)	-0.2%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Fee subsidy	4,500,000	2,000,000	2,000,000	-	0.0%
Special needs resourcing	1,590,600	1,543,600	1,543,600	-	0.0%
General operating	5,603,400	8,028,600	7,977,200	(51,400)	-0.6%
Occupancy incentive	300,000	-	-	-	n/a
Wage enhancement	1,225,200	1,225,200	1,225,200	-	0.0%
Other	512,800	499,800	601,200	101,400	20.3%
Workforce funding	1,044,500	696,300	-	(696,300)	-100.0%
Internal administrative expense (Workforce)	116,000	29,000	-	(29,000)	-100.0%
CWELCC	-	9,415,000	9,415,000	-	0.0%
Total Expenditures	14,892,500	23,437,500	22,762,200	(675,300)	-2.9%
Financing					
From best start reserve fund	-	-	(50,000)	(50,000)	n/a
Grants					
Provincial grants - child care	(11,954,300)	(12,314,300)	(12,314,300)	-	0.0%
Provincial grants - child care (mitigation)	(374,800)	-	-	-	n/a
Federal grants - child care	(1,160,500)	(10,140,300)	(9,415,000)	725,300	-7.2%
Total Financing	(13,489,600)	(22,454,600)	(21,779,300)	675,300	-3.0%
Cost to be Levied	1,402,900	982,900	982,900	-	0.0%

The District of Thunder Bay Social Services Administration Board

EarlyON Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Ontario early years centres	2,155,600	2,123,900	2,115,300	(8,600)	-0.4%
Early child development planning	26,900	34,100	38,500	4,400	12.9%
Data analysis services	101,100	103,100	105,200	2,100	2.0%
Early Years Officer	92,400	103,100	105,200	2,100	2.0%
Mental Health	-	45,700	45,700	-	0.0%
Internal administrative expense	123,800	250,000	250,000	-	0.0%
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	1,177,400	-	0.0%
Total Expenditures	3,677,200	3,837,300	3,837,300	-	0.0%
Grants					
Provincial grants - child care (EarlyON)	(2,842,500)	(2,888,200)	(2,888,200)	-	0.0%
Federal grants - child care (EarlyON)	(834,700)	(949,100)	(949,100)	-	0.0%
Total Financing	(3,677,200)	(3,837,300)	(3,837,300)	-	0.0%
Cost to be Levied	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	437,800	457,600	442,300	-	-	442,300	(15,300)	-3.3%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	36,800	42,500	43,400	-	-	43,400	900	2.1%
Contracted services	1,000	1,000	4,700	-	-	4,700	3,700	370.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	652,800	721,300	749,600	(21,300)	-	728,300	7,000	1.0%
Imputed rent recovery	69,700	70,400	70,400	-	-	70,400	-	0.0%
Total Expenditures	1,198,100	1,292,800	1,310,400	(21,300)	-	1,289,100	(3,700)	-0.3%
Recoveries								
From EarlyON	(224,900)	(353,100)	(355,200)	-	-	(355,200)	(2,100)	0.6%
From EarlyON (Early Years Officer)	(92,400)	(103,100)	(105,200)	-	-	(105,200)	(2,100)	2.0%
From workforce funding	(116,000)	(29,000)	-	-	-	-	29,000	-100.0%
From capacity building (Child Care Program Officers)	(199,200)	(206,200)	(207,600)	-	-	(207,600)	(1,400)	0.7%
Total Expenditures Less Recoveries	565,600	601,400	642,400	(21,300)	-	621,100	19,700	3.3%
Grants								
Provincial grants - child care	(282,800)	(300,700)	(307,200)	10,700	-	(296,500)	4,200	-1.4%
Federal grants - child care			(28,000)			(28,000)	(28,000)	n/a
Financing								
Imputed rent adjustment	(10,600)	(12,100)	(10,200)	-	-	(10,200)	1,900	-15.7%
Cost to be Levied	272,200	288,600	297,000	(10,600)	-	286,400	(2,200)	-0.8%

The District of Thunder Bay Social Services Administration Board

Housing and Homelessness Program Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Community Housing	15,852,000	17,518,300	16,317,500	(1,200,800)	-6.9%
Homelessness Prevention	5,424,300	5,946,800	16,844,900	10,898,100	183.3%
Social Services Relief Fund	2,722,400	1,050,000	-	(1,050,000)	-100.0%
Housing Program Delivery	1,168,800	1,128,900	948,000	(180,900)	-16.0%
Housing Portfolio Property Management	21,126,200	23,085,400	23,755,700	670,300	2.9%
Total Expenditures	46,293,700	48,729,400	57,866,100	9,136,700	18.7%
Revenue					
Rent revenue	(11,102,100)	(11,410,200)	(11,535,500)	(125,300)	1.1%
Other revenue	(407,200)	(338,800)	(354,300)	(15,500)	4.6%
Grants					
Provincial Grants - Housing	(746,600)	(784,200)	(750,000)	34,200	-4.4%
Provincial Grants - Homelessness	(8,152,600)	(6,996,800)	(16,844,900)	(9,848,100)	140.8%
Federal Grants - Housing	(3,576,900)	(5,594,500)	(4,564,400)	1,030,100	-18.4%
Federal Block Funding	(6,518,100)	(5,886,400)	(5,283,800)	602,600	-10.2%
Financing					
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	0.0%
From Levy Stabilization Reserve Fund	(300,000)	(368,200)	(206,800)	161,400	-43.8%
To Housing Portfolio Capital Reserve Fund	2,365,400	2,414,400	2,406,900	(7,500)	-0.3%
Imputed Rent Adjustment	(55,300)	(63,300)	(53,300)	10,000	-15.8%
Cost to be Levied	17,790,300	19,691,400	20,670,000	978,600	5.0%

The District of Thunder Bay Social Services Administration Board

Housing Programs Budget Summary

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Provincial Reformed (with market component)	3,937,700	3,656,900	3,264,500	(392,400)	-10.7%
Provincial Reformed (100% RGI)	2,147,100	1,970,900	1,882,200	(88,700)	-4.5%
Former Provincial Reformed (post mortgage expiry)	-	291,100	388,700	97,600	33.5%
Urban Native housing program	1,214,300	1,046,000	1,047,700	1,700	0.2%
Private landlord rent supplement	2,918,400	2,385,800	2,482,500	96,700	4.1%
Non-profit rent supplement	766,400	789,600	807,700	18,100	2.3%
Portable Housing Benefit	599,400	1,022,300	1,129,800	107,500	10.5%
Investment in Affordable Housing	211,800	72,400	500,000	427,600	590.6%
Ontario Priorities Housing Initiative	1,226,600	1,473,000	1,000,000	(473,000)	-32.1%
Canada-Ontario Community Housing Initiative	2,830,300	4,810,300	3,814,400	(995,900)	-20.7%
Total Expenditures	15,852,000	17,518,300	16,317,500	(1,200,800)	-6.9%
Grants					
Provincial grants - housing	(719,200)	(772,700)	(750,000)	22,700	-2.9%
Federal grants - housing	(3,549,500)	(5,583,000)	(4,564,400)	1,018,600	-18.2%
Federal block funding	(4,044,700)	(3,368,100)	(3,087,800)	280,300	-8.3%
Financing					
From Levy Stabilization Reserve Fund	(300,000)	(300,000)	(50,000)	250,000	-83.3%
Total Financing	(8,613,400)	(10,023,800)	(8,452,200)	1,571,600	-15.7%
Cost to be Levied	7,238,600	7,494,500	7,865,300	370,800	4.9%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Indexed operating costs	1,855,159	1,768,379	1,579,153	(189,226)	-10.7%
Utilities	956,623	865,780	734,505	(131,275)	-15.2%
Capital reserve allocation	497,062	468,142	411,298	(56,844)	-12.1%
Mortgage payments	2,531,546	2,086,526	1,664,685	(421,841)	-20.2%
Total costs (A)	5,840,390	5,188,827	4,389,641	(799,186)	-15.4%
Less:					
Indexed benchmarked market rents	4,576,164	3,966,186	3,300,122	(666,064)	-16.8%
Less: indexed benchmarked vacancy loss	(41,159)	(32,840)	(26,515)	6,325	-19.3%
Add: benchmarked non-rental revenue	35,097	31,612	27,430	(4,182)	-13.2%
Total indexed benchmarked revenue (B)	4,570,102	3,964,958	3,301,037	(663,921)	-16.7%
Operating subsidy (A-B)	1,270,288	1,223,869	1,088,604	(135,265)	-11.1%
Benchmarked market rent for RGI Units	3,329,772	2,990,430	2,576,288	(414,142)	-13.8%
Less: RGI rent revenue	(1,625,713)	(1,371,410)	(1,146,961)	224,449	-16.4%
Rent subsidy	1,704,059	1,619,020	1,429,327	(189,693)	-11.7%
Property taxes	862,618	721,439	628,873	(92,566)	-12.8%
Settlements	-	-	-	-	n/a
Additional subsidy / adjustment	100,835	87,972	112,696	24,724	28.1%
Estimated mortgage increase / (savings)	(100)	4,600	5,000	400	8.7%
Total Subsidy from TBDSSAB	3,937,700	3,656,900	3,264,500	(392,400)	-10.7%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Indexed operating costs	824,852	758,902	787,609	28,707	3.8%
Utilities	381,410	333,793	346,407	12,614	3.8%
Capital reserve allocation	194,021	178,750	184,788	6,038	3.4%
Total operating costs	1,400,283	1,271,445	1,318,804	47,359	3.7%
Less: non-rental revenue	(5,980)	(6,000)	(4,000)	2,000	-33.3%
Less: RGI rent revenue	(685,467)	(620,988)	(669,784)	(48,796)	7.9%
Operating subsidy (A)	708,836	644,457	645,020	563	0.1%
Mortgage payments (B)	1,013,491	954,552	853,848	(100,704)	-10.5%
Property taxes (C)	413,373	371,891	383,332	11,441	3.1%
Settlement	-	-	-	-	n/a
Additional subsidy / adjustment	16,000			-	n/a
Estimated mortgage increase / (savings)	(4,600)	-		-	n/a
Total Subsidy from TBDSSAB	2,147,100	1,970,900	1,882,200	(88,700)	-4.5%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				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	1,026,200	309,000	43.1%
Less: RGI rent revenue	-	(426,100)	(637,500)	(211,400)	49.6%
Rent subsidy	-	291,100	388,700	97,600	33.5%
Property taxes	-	-	-	-	n/a
Settlements	-	-	-	-	n/a
Additional subsidy / adjustment	-	-	-	-	n/a
Estimated mortgage increase / (savings)	-	-	-	-	n/a
Total Subsidy from TBDSSAB	-	291,100	388,700	97,600	33.5%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
IAH					
Rent Supplement	120,400	46,700	-	(46,700)	-100.0%
IAH - Social Infrastructure Fund					
Housing Allowance	85,100	23,600	-	(23,600)	-100.0%
Internal administrative expense	6,300	2,100	-	(2,100)	-100.0%
Reinvested Ontario Renovates			500,000	500,000	n/a
Total Expenditures	211,800	72,400	500,000	427,600	590.6%
Grants					
Provincial grants - housing	(105,900)	(36,200)	(250,000)	(213,800)	590.6%
Federal grants - housing	(105,900)	(36,200)	(250,000)	(213,800)	590.6%
Cost to be Levied	-	-	-	-	0.0%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Rental Housing	400,500	500,000	} 968,800	(426,200)	-30.6%
Ontario Renovates - Internal	-	480,000			
Ontario Renovates - External	764,800	415,000			
Internal administrative expense	61,300	78,000	31,200	(46,800)	-60.0%
Total Expenditures	1,226,600	1,473,000	1,000,000	(473,000)	-32.1%
Grants					
Provincial grants - housing	(613,300)	(736,500)	(500,000)	236,500	-32.1%
Federal grants - housing	(613,300)	(736,500)	(500,000)	236,500	-32.1%
Cost to be Levied	-	-	-	-	0.0%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
<u>Capital Component:</u>					
Repairs - Internal	1,367,100	2,337,400	3,732,100	(932,600)	-20.0%
Repairs - External	-	872,400			
New Build					
<u>Operating Component:</u>					
Rent Supplement	730,800	889,000	82,300	(63,300)	-43.5%
Transitional operating	90,900	90,900			
Building Condition Assessment	500,000	475,000			
Internal administrative expense	141,500	145,600			
Total Expenditures	2,830,300	4,810,300	3,814,400	(995,900)	-20.7%
Grants					
Federal grants - housing	(2,830,300)	(4,810,300)	(3,814,400)	995,900	-20.7%
Cost to be Levied	-	-	-	-	0.0%

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Homelessness Prevention Program	5,319,600	5,842,100	16,740,200	10,898,100	186.5%
Home for Good (capital)	104,700	104,700	104,700	-	0.0%
Social Services Relief Fund	2,722,400	1,050,000	-	(1,050,000)	-100.0%
Total Expenditures	8,146,700	6,996,800	16,844,900	9,848,100	140.8%
Grants					
Provincial grants - homelessness	(8,146,700)	(6,996,800)	(16,844,900)	(9,848,100)	140.8%
Cost to be Levied	-	-	-	-	n/a

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	436,500	452,200	515,300	-	-	515,300	63,100	14.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	25,900	27,400	27,700	-	-	27,700	300	1.1%
Contracted services	70,000	20,000	10,000	-	-	10,000	(10,000)	-50.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	60,000	60,000	60,000	-	-	60,000	-	0.0%
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	932,000	951,400	1,002,600	(21,300)	-	981,300	29,900	3.1%
Imputed rent recovery	111,500	112,600	112,600	-	-	112,600	-	0.0%
Total Expenditures	1,635,900	1,623,600	1,728,200	(21,300)	-	1,706,900	83,300	5.1%
Recoveries								
From housing and homelessness programs	(467,100)	(494,700)	(758,900)	-	-	(758,900)	(264,200)	53.4%
Total Expenditures Less Recoveries	1,168,800	1,128,900	969,300	(21,300)	-	948,000	(180,900)	-16.0%
Revenue								
Other revenue (HIFIS)	(70,000)	-	-	-	-	-	-	n/a
Other revenue (Housing Partnering Strategy)	(60,000)	(60,000)	(60,000)	-	-	(60,000)	-	0.0%
Financing								
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	-	(10,000)	-	0.0%
Imputed rent adjustment	(17,000)	(19,500)	(16,400)	-	-	(16,400)	3,100	-15.9%
Cost to be Levied	1,011,800	1,039,400	882,900	(21,300)	-	861,600	(177,800)	-17.1%

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

Description	2022 Budget (\$)	2023 Base (\$)	2024			2023 to 2024		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	3,363,200	3,748,500	4,006,100	-	-	4,006,100	257,600	6.9%
Interest on long-term debt	187,700	145,100	100,000	-	-	100,000	(45,100)	-31.1%
Materials	13,569,300	15,569,900	16,185,500	-	-	16,185,500	615,600	4.0%
Contracted services	10,000	10,000	10,000	-	-	10,000	-	0.0%
Rents and financial expenses (net of tenant recoveries)	68,000	9,600	9,600	-	-	9,600	-	0.0%
External transfers	1,400	1,400	71,400	-	-	71,400	70,000	5000.0%
Repayment of long-term debt	2,243,200	2,045,900	1,827,800	-	-	1,827,800	(218,100)	-10.7%
Internal administrative expense	1,875,200	1,967,000	1,994,900	(3,600)	-	1,991,300	24,300	1.2%
Imputed rent recovery	250,900	253,400	253,400	-	-	253,400	-	0.0%
Total Expenditures	21,568,900	23,750,800	24,458,700	(3,600)	-	24,455,100	704,300	3.0%
Recoveries								
From housing and homelessness programs	(295,800)	(365,200)	(392,400)	-	-	(392,400)	(27,200)	7.4%
From Ontario Works	(126,800)	(279,800)	(287,200)	-	-	(287,200)	(7,400)	2.6%
From building operating	(20,100)	(20,400)	(19,800)	-	-	(19,800)	600	-2.9%
Total Expenditures Less Recoveries	21,126,200	23,085,400	23,759,300	(3,600)	-	23,755,700	670,300	2.9%
Revenue								
RGI rent	(10,185,000)	(10,271,700)	(10,271,700)	-	-	(10,271,700)	-	0.0%
Market rent	(863,200)	(1,084,500)	(1,084,500)	-	-	(1,084,500)	-	0.0%
Commercial rent	(53,900)	(54,000)	(179,300)	-	-	(179,300)	(125,300)	232.0%
Miscellaneous tenant revenue	(159,500)	(152,100)	(151,500)	-	-	(151,500)	600	-0.4%
Revenue-generating projects	(117,700)	(126,700)	(142,800)	-	-	(142,800)	(16,100)	12.7%
Grants								
Provincial Grants	(33,300)	(11,500)	-	-	-	-	11,500	-100.0%
Federal Grants	(27,400)	(11,500)	-	-	-	-	11,500	-100.0%
Federal Block Funding	(2,473,400)	(2,518,300)	(2,196,000)	-	-	(2,196,000)	322,300	-12.8%
Financing								
To Housing Porfolio Capital Reserve Fund	2,365,400	2,414,400	2,406,900	-	-	2,406,900	(7,500)	-0.3%
Transfer from Levy Stabilization Reserve Fund		(68,200)	(156,800)	-	-	(156,800)	(88,600)	129.9%
Imputed rent adjustment	(38,300)	(43,800)	(36,900)	-	-	(36,900)	6,900	-15.8%
Cost to be Levied	9,539,900	11,157,500	11,946,700	(3,600)	-	11,943,100	785,600	7.0%

The District of Thunder Bay Social Services Administration Board Home For Good Budget

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Capital affordability payments	104,700	104,700	104,700	-	0.0%
Total Expenditures	104,700	104,700	104,700	-	0.0%
Grants					
Provincial grants - homelessness	(104,700)	(104,700)	(104,700)	-	0.0%
Cost to be Levied	-	-	-	-	n/a

The District of Thunder Bay Social Services Administration Board
Social Services Relief Fund Budget

Description	2022 Budget (\$)	2023 Budget (\$)	2023 Est Actuals (\$)	2024 Budget (\$)	2023 to 2024	
					Change (\$)	Change (%)
Expenditures						
Social Services Relief Fund (Phase 4)						
Emergency Shelter Solutions	50,000	-		-	-	n/a
Homelessness Prevention	100,000	-		-	-	n/a
Services and Supports	150,000	-		-	-	n/a
Capital	2,340,700	1,050,000	1,190,250	-	(1,050,000)	-100.0%
Administration	81,700	-		-	-	n/a
Total Expenditures	2,722,400	1,050,000	1,190,250	-	(1,050,000)	-100.0%
Grants						
Provincial grants - homelessness	(2,722,400)	(1,050,000)	(1,190,250)	-	1,050,000	-100.0%
Cost to be Levied	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board
Proposed 2024 Capital Project Summary**

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year (Y/N)
1	Matthews Court	Thunder Bay	Doors	Planned	Replace Patio Doors (in phases)	N
2	Matthews Court	Thunder Bay	Painting	Planned	Murals/ Artwork for Common Space	N
3	Matthews Court	Thunder Bay	Building Exterior	Planned	Replace Balconies	Y
4	Manion Court	Thunder Bay	Windows	Green	Replace 40 Windows	N
5	Manion Court	Thunder Bay	Mechanical System	Planned	Replace Make-up Air Unit and add Recirculation Pumps	Y
6	Manion Court	Thunder Bay	Painting	Planned	Paint Stairwells and Doors	N
7	Manion Court	Thunder Bay	Building Exterior	Demand	Patch and Repair Brick Spalding	N
8	North James Street	Thunder Bay	Sitework	Demand	Re-grade at Catch Basin	N
9	North James Street	Thunder Bay	Electrical System	Green	Replace Electric Baseboards in Common Areas	N
10	Academy/Trillium	Thunder Bay	Doors	Planned	Replace Patio Doors	N
11	Academy/Trillium	Thunder Bay	Painting	Demand	Paint Exterior Panels (Academy)	N
12	Wardrope Court	Thunder Bay	Elevators	Planned	Replace Rope Gripper	N
13	Wardrope Court	Thunder Bay	Life Safety System	Risk Management	Replace sprinkler system	Y
14	Wardrope Court	Thunder Bay	Plumbing System	Green	Replace Hot Water Tank	Y
15	Wardrope Court	Thunder Bay	Equipment - Misc	Planned	Common Room plans	N
16	Fisher Court	Geraldton	Life Safety System	Risk Management	Replace Strobe/Smoke/CO2 Detectors	N
17	Elizabeth Court	Thunder Bay	Doors	Planned	Renovate Main Entrance and Exit Door in Common Room	N
18	Elizabeth Court	Thunder Bay	Flooring System	Planned	Replace Common Area Flooring	N
19	Elizabeth Court	Thunder Bay	Mechanical System	Green	Install Recirculation Pumps	Y
20	Elizabeth Court	Thunder Bay	Painting	Planned	Paint Common Area	N
21	Elizabeth Court	Thunder Bay	Building Interior	Planned	Replace Furniture	N
22	Assef Court	Thunder Bay	Elevator System	Planned	Replace Rope Gripper	N
23	Assef Court	Thunder Bay	Electrical System	Green	Replace Electric Baseboards in Common Areas and Stairwells	N
24	Mclvor Court	Thunder Bay	Life Safety System	Risk Management	Replace sprinkler system	Y
25	Mclvor Court	Thunder Bay	Painting	Planned	Murals/ Artwork for Common Space	N
26	Mclvor Court	Thunder Bay	Building Interior	Demand	Add Window Screens in Common Area	N
27	Limbrick Place	Thunder Bay	Roofing System	Planned	Replace Roofing System	N
28	Limbrick Place	Thunder Bay	Doors	Planned	Interior Doors (supply only)	N

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year (Y/N)
29	Limbrick Place	Thunder Bay	Building Interior	Risk Management	Fire Separation	N
30	Legion Houses	Thunder Bay	Accessibility Modificaitons	Planned	Install Ramps	N
31	Badanai Manor	Thunder Bay	Sitework	Demand	Repair Asphalt, Seal Parking Lot, Paint New Lines	N
32	Badanai Manor	Thunder Bay	Electrical System	Green	Upgrade Common Area Lighting and Parking Lot Plug-ins	N
33	Sjolander Court	Nipigon	Life Safety System	Risk Management	Upgrade Fire Alarm Panel	Y
34	Sjolander Court	Nipigon	Painting	Planned	Common Room Plans (Painting)	N
35	Spence Court	Thunder Bay	Roofing System	Planned	Roof Replacement	N
36	Spence Court	Thunder Bay	Life Safety System	Risk Management	Sprinkler Head Repairs	N
37	Spence Court	Thunder Bay	Painting	Planned	Paint Corridors	N
38	Spence Court	Thunder Bay	Equipment - Appliances	Demand	Upgrade Equipment	N
39	Collingwood Court	Schreiber	Doors	Risk Management	Supply and Install Fire Rate Doors for Units	N
40	Collingwood Court	Schreiber	Mechanical System	Planned	Replace Emergency Generator	Y
41	Clark Towers	Thunder Bay	Elevator System	Demand	Elevator Updates	N
42	Clark Towers	Thunder Bay	Painting	Planned	Murals/ Artwork for Common Space	N
43	Seppala Court	Thunder Bay	Doors	Risk Management	Supply and Install Fire-Rated Doors for Units	N
44	Seppala Court	Thunder Bay	Mechanical System	Planned	Replace Emergency Generator	Y
45	Seppala Court	Thunder Bay	Building Interior	Planned	Common Room Plans (Window Coverings)	N
46	76 Cumberland	Thunder Bay	Plumbing System	Green	Upgrade Domestic Hot Water System	N
47	76 Cumberland	Thunder Bay	Attic Insulation	Green	New Attic Insulation	N
48	Lendrum Court	Thunder Bay	Mechanical System	Risk Management	Install Exhaust Pipe in Mechanical Room	N
49	Jasper Place	Thunder Bay	Flooring System	Planned	Replace Carpet in Main Entrance and Kitchen	N
50	Jasper Place	Thunder Bay	Plumbing System	Demand	Update Tub Room	N
51	Picton/Tamarack	Thunder Bay	Roofing System	Planned	Repair Eavestroughs	N
52	Picton 2	Thunder Bay	Roofing System	Planned	Repair Eavestroughs	N
53	Picton 3	Thunder Bay	Roofing System	Planned	Repair Eavestroughs	N
54	Walkover	Thunder Bay	Building Exterior	Demand	Exterior Siding Repair	N
55	Wade Crescent	Nipigon	Windows	Green	Replace Windows	N
56	Wade Crescent	Nipigon	Doors	Demand	Replace Entrance Doors at 106 Wade	N
57	Wade Crescent	Nipigon	Mechanical System	Risk Management	Install Bathroom Fans	N

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year (Y/N)
58	131 Wadsworth	Nipigon	Painting	Planned	Common Room Plans (Painting)	N
59	824 McLaughlin Street	Thunder Bay	Plumbing System	Demand	Repair Sewer Line	N
60	Glenwood Court	Thunder Bay	Electrical Systems	Green	Phased Upgrade of LED Interior Lighting in Units	N
61	Paterson Court	Thunder Bay	Building Exterior	Risk Management	Repair Interior Railings	N
62	Sequoia Park	Thunder Bay	Windows	Green	Replace Windows (2-3 units each year)	N
63	Andras Court	Thunder Bay	Windows	Demand	Repair Retaining Wall	N
64	Andras Court	Thunder Bay	Painting	Planned	Murals/ Artwork for Common Space	N
65	Varioius	Thunder Bay	Equipment - Appliances	Demand	Upgrade Equipment	N