



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

2024 Operating and Capital Budget

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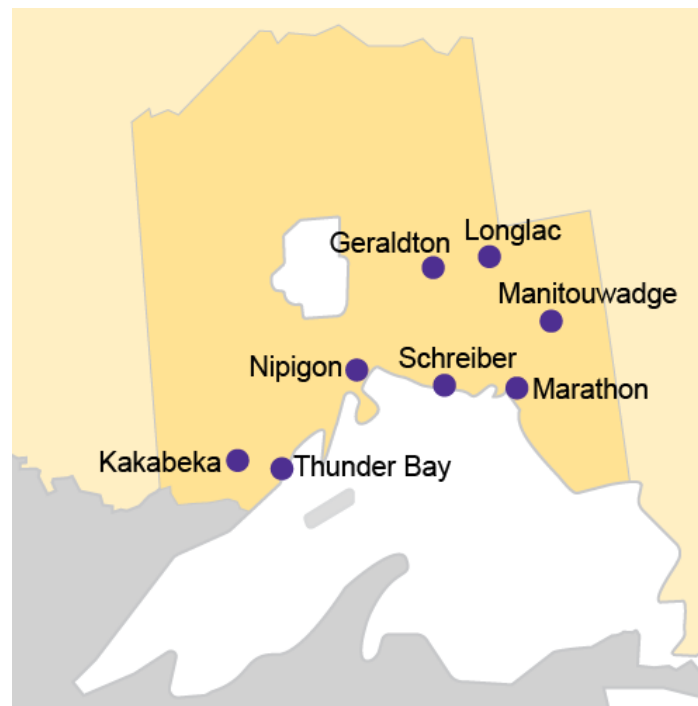
Organization Profile

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

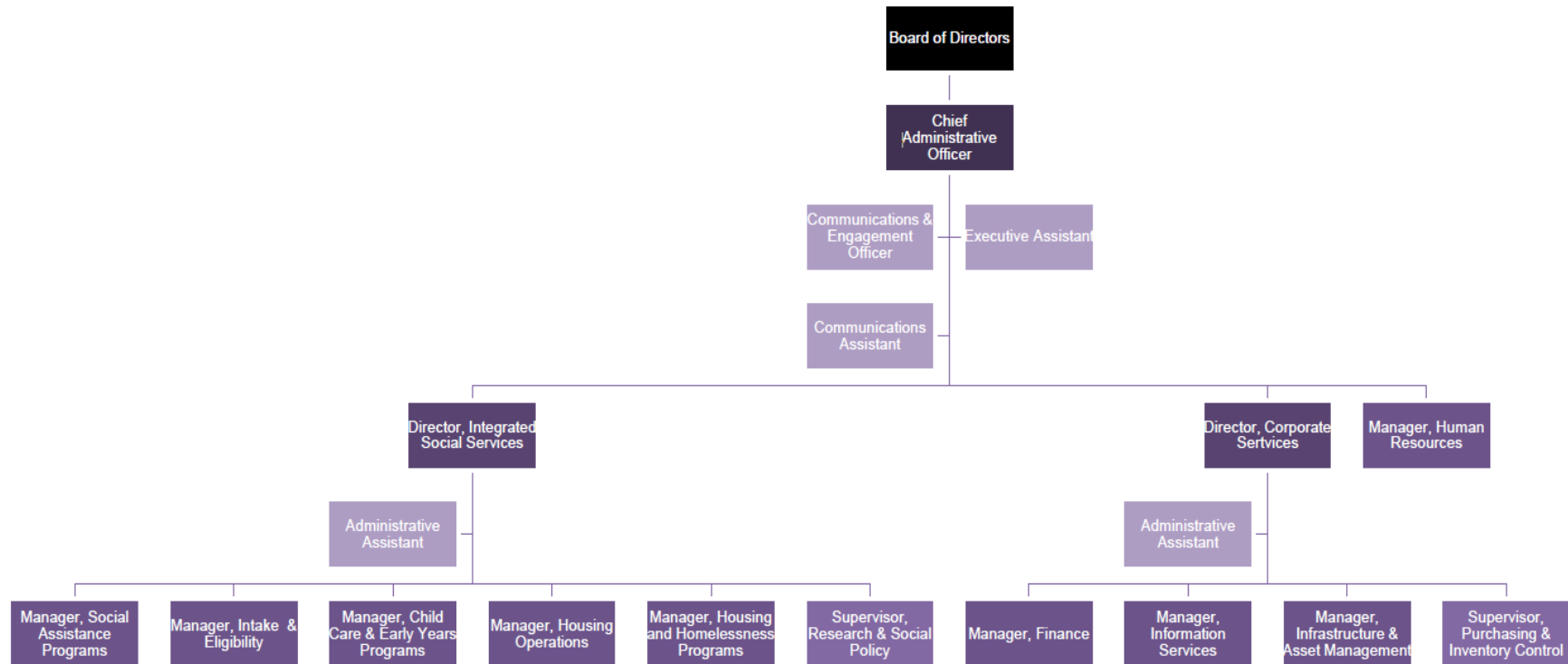
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

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

TBDSSAB Office Locations



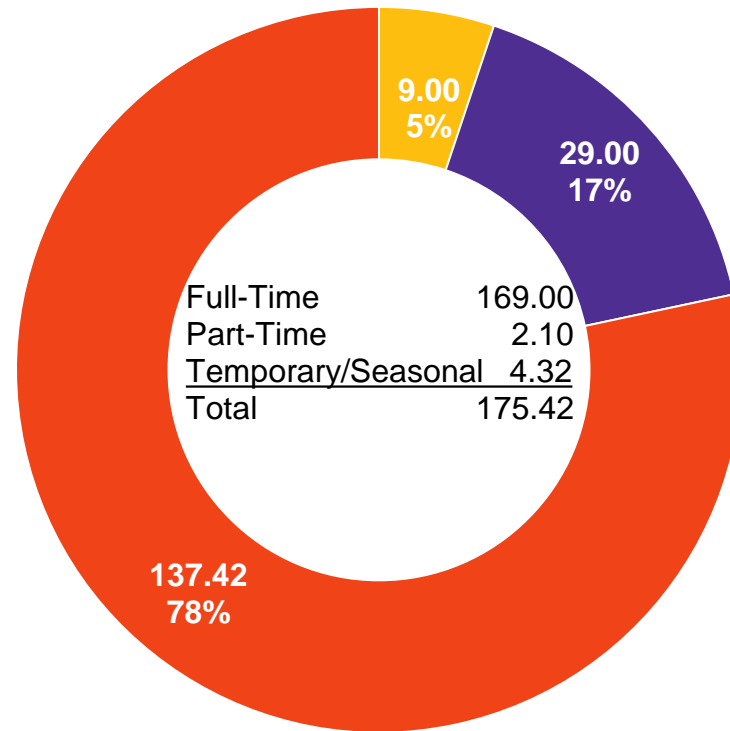
Corporate Organizational Structure



The Board of Directors is comprised of fourteen members. Thirteen are appointed by their respective municipal councils and one is an elected representative from the Territory Without Municipal Organization (TWOMO). These elected officials serve on the Board of Directors from areas defined in the *District Social Services Administration Board Act*.

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

The 2024 TBDSSAB Operating Budget includes a staff complement totalling 175.42 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement by Division.



Full-Time	169.00
Part-Time	2.10
Temporary/Seasonal	4.32
Total	175.42

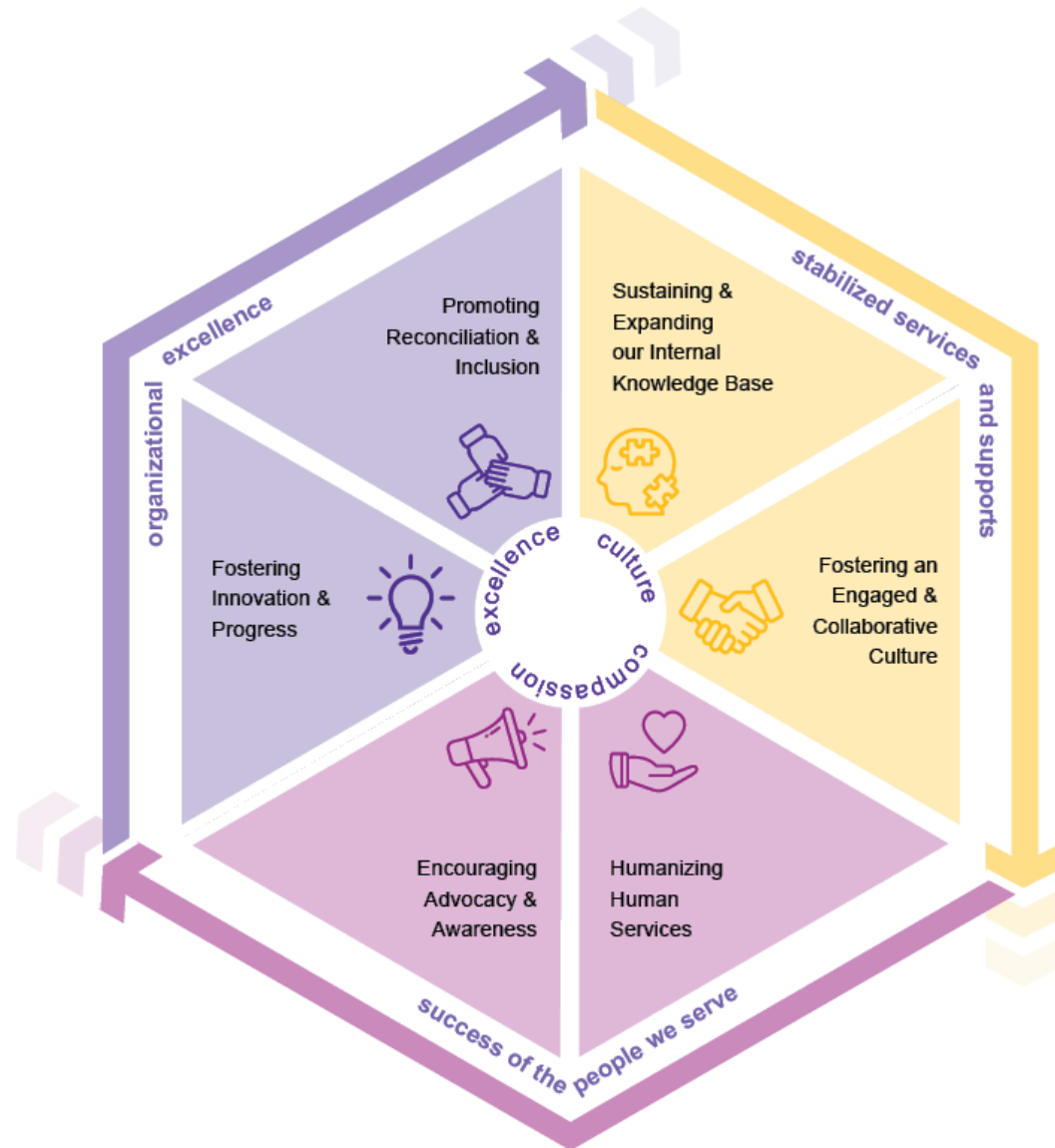
■ Office of the CAO ■ Corporate Services ■ Integrated Social Services

Strategic Plan (2024 - 2027)

The Strategic Plan for the years 2024 through 2027 was developed, and adopted by the Board of Directors, in 2023. This plan identifies the practical vision, strategic objectives, and strategic directions to guide Administration during that period. The plan emphasizes the long-range vision of TBDSSAB to be a model of excellence in local solutions.

With a focus on Culture, Compassion, and Excellence, the new plan has the following strategies:

1. Sustaining and expanding our internal knowledge base
2. Fostering an engaged and collaborative culture
3. Humanizing human services
4. Encouraging advocacy and awareness
5. Fostering innovation and progress
6. Promoting reconciliation and inclusion



The Budget Process

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

Operating Budget

Administration prepares an operating budget, annually, comprising estimated revenues and operating costs for the forthcoming year. Factors considered in determining the estimates include program and service requirements, the needs of the people we serve, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual municipal levy for that year. The Operating Budget for 2024 totals \$120,747,100.

Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio and Headquarters. These capital expenditures are financed by reserve funds and the capital components within certain Provincial/Federal programs. Administration prepares a capital budget and forecast, annually. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. The Capital Budget for 2024 totals \$5,045,000.

Reserve Funds

The Board has approved a Reserve and Reserve Fund Policy CS-02:19, and a related Reserve Fund Strategy, which is integral to building financial sustainability. Reserve funds are established and maintained by TBDSSAB to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds is completed and provided to the Board each year, prior to budget deliberations. The Board reviewed and approved the 2023 Reserve Fund Strategy on October 19, 2023. The approved direction has been incorporated into the budget as appropriate.



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

2024 Operating Budget

2024 Operating Budget Overview

The total 2024 TBDSSAB Operating Budget of \$120.7 million represents an \$9,936,700 increase from the prior year's Budget, of \$110.8 million.

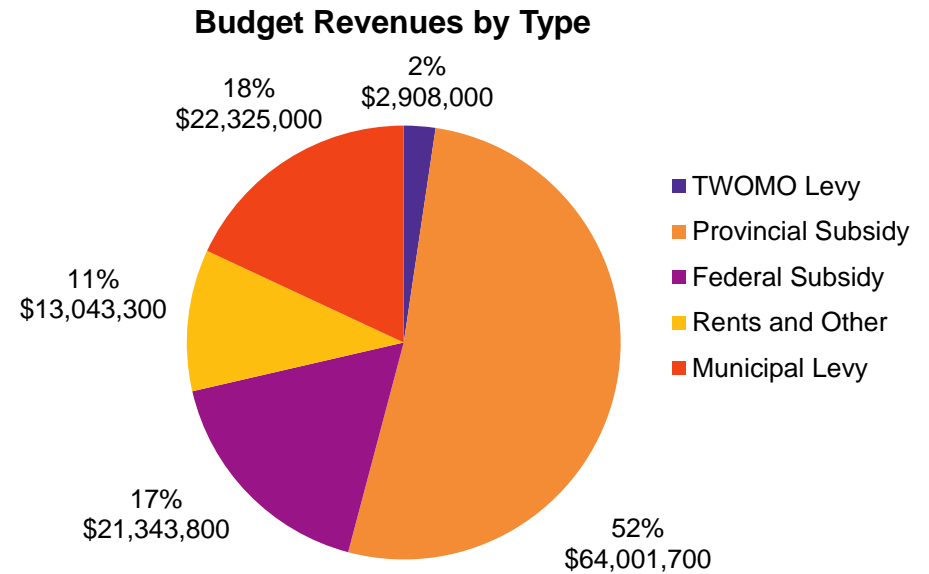
	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)
Revenues			
Levy to municipalities and TWOMO	23,054,300	24,330,500	25,233,000
Income on unrestricted funds	100,000	300,000	400,000
Income on restricted funds	722,600	722,600	750,000
Rents	11,102,100	11,410,200	11,535,500
Provincial grants	54,598,300	54,032,900	64,001,700
Federal grants	12,090,200	22,570,300	21,343,800
Other revenue	412,200	377,300	357,800
Total Revenues	102,079,700	113,743,800	123,621,800
Expenditures			
Personnel services	14,170,900	14,867,700	15,210,000
Interest on long-term debt	286,100	226,700	173,900
Materials	18,412,900	21,442,700	22,750,700
Contracted services	260,900	198,000	271,800
Rents and financial expenses	194,300	130,500	130,300
External transfers	62,237,300	71,592,900	80,067,600
Repayment of long-term debt	2,540,200	2,351,900	2,142,800
Total Expenditures	99,102,600	110,810,400	120,747,100
Financing			
To (from) reserve funds	2,977,100	2,933,400	2,874,700

Revenues

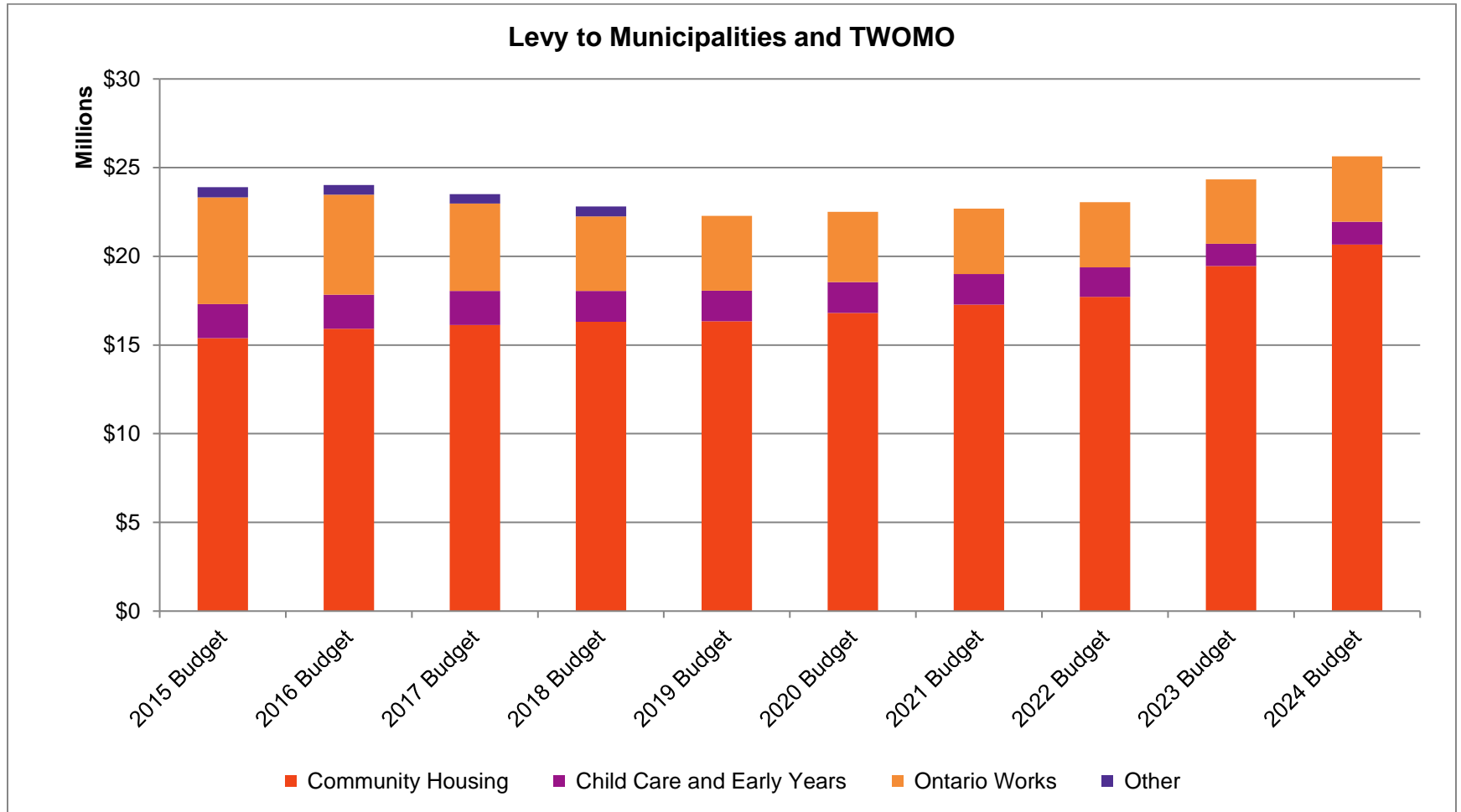
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 2% (\$2.9 million).
- Provincial funding accounts for the single largest category, at 52% (\$64.0 million).
- Federal funding accounts for an additional 18% (\$20.2 million) of funding.
- Tenant rents and other revenues account for 11% (\$13.0 million).
- The levy to municipalities represent 17% (\$22.3 million) of the revenue.

Overall, 69% of TBDSSAB revenues are from senior levels of government.

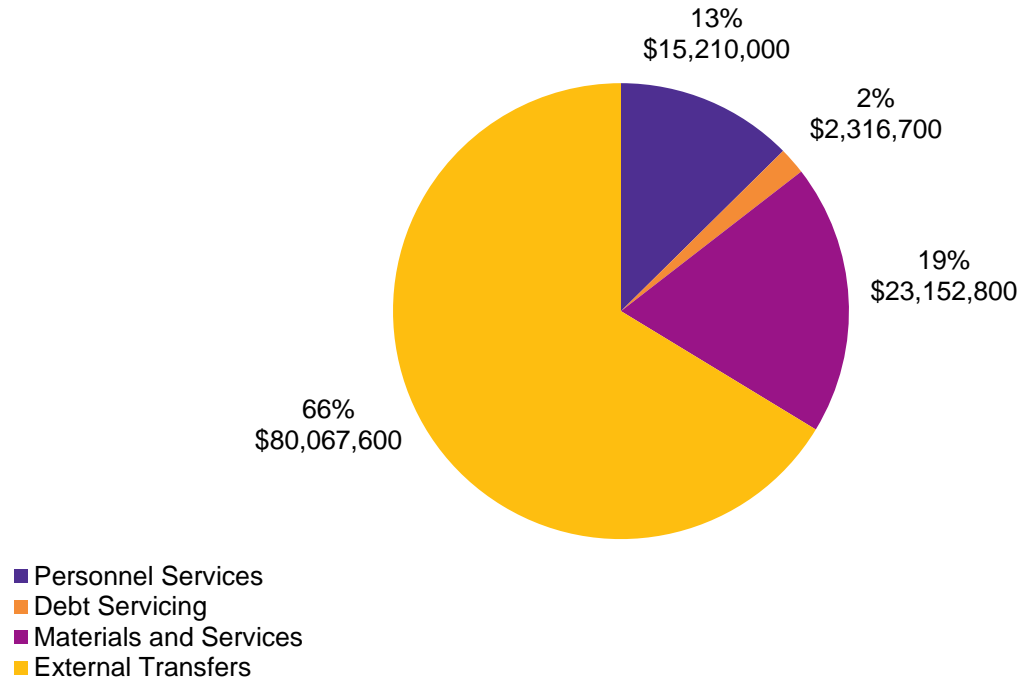


The Levy to Municipalities and the TWOMO chart provides a breakdown of the levy by program since 2015:



Expenditures

Budget Expenditures by Type

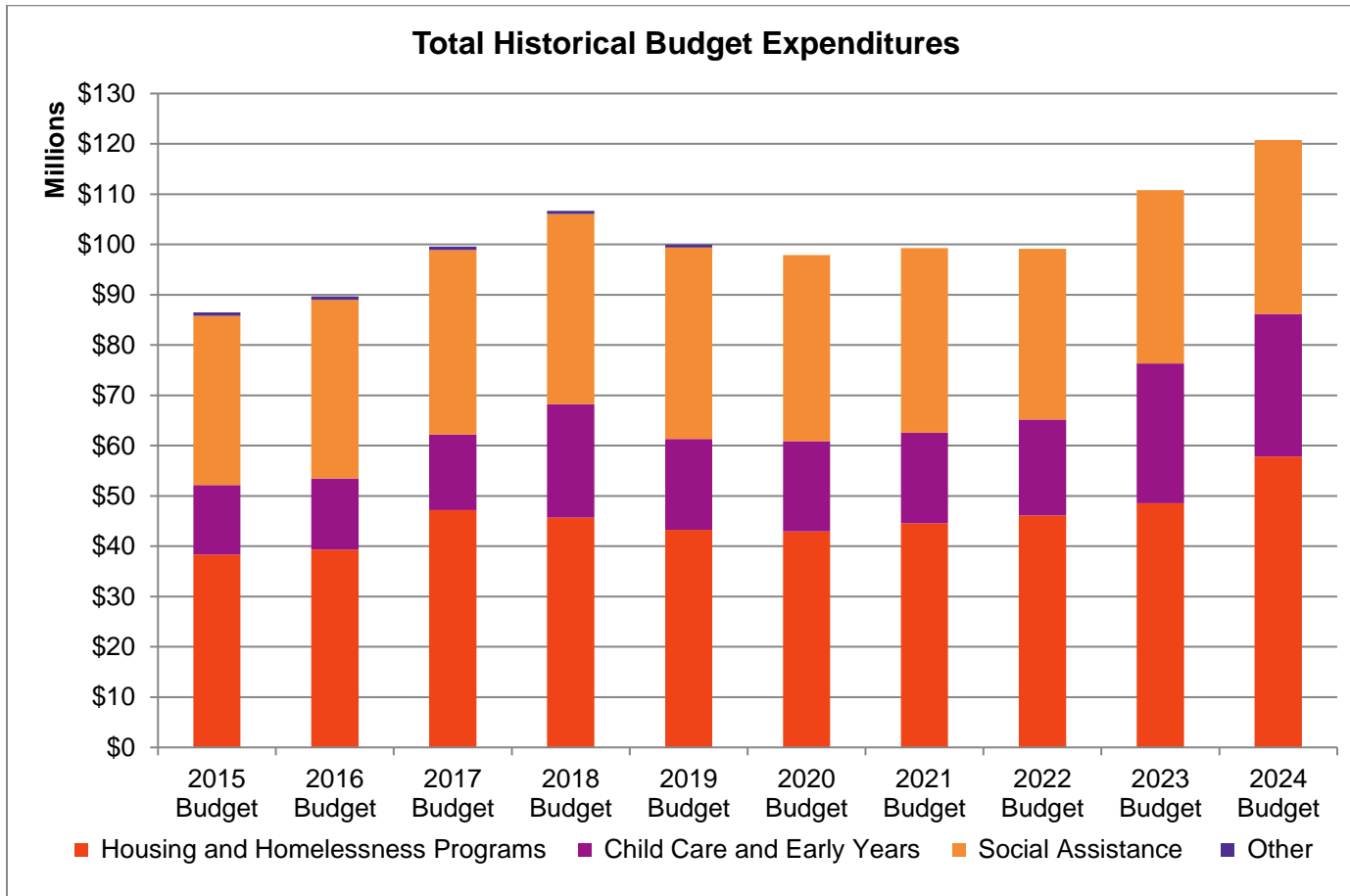


The largest component of the TBDSSAB Budget relates to external transfers to organizations and eligible individuals and families, at \$80.0 million, or 66% of the total. When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.7 million) and utilities (\$4.5 million) for direct-owned housing properties, these categories account for 85%, or \$103.2 million, of the total budget.

Personnel services accounts for 13%, or \$15.2 million, of the total budget.

The remaining 2%, or \$2.3 million, of the budget is required to service the long-term debt of owned properties.

The Total Historical Budget Expenditures chart identifies the distribution across the three program areas – Social Assistance (SA), Child Care and Early Years, and Housing and Homelessness Programs since 2015:



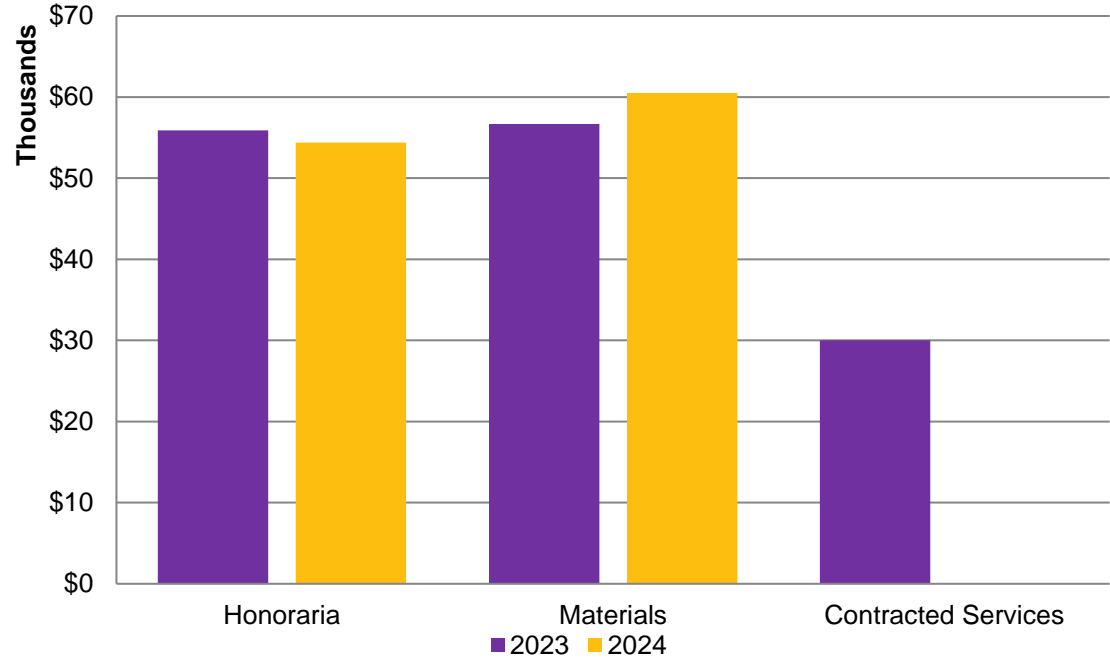


**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

2024 Divisional Operating Budgets

The District of Thunder Bay Social Services Administration Board

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



Description	2022	2023	2024	2023 to 2024	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Personnel services	53,400	55,900	54,400	(1,500)	-2.7%
Interest on long-term debt	-	-	-	-	n/a
Materials	55,300	56,700	60,500	3,800	6.7%
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	114,900	(27,700)	-19.4%

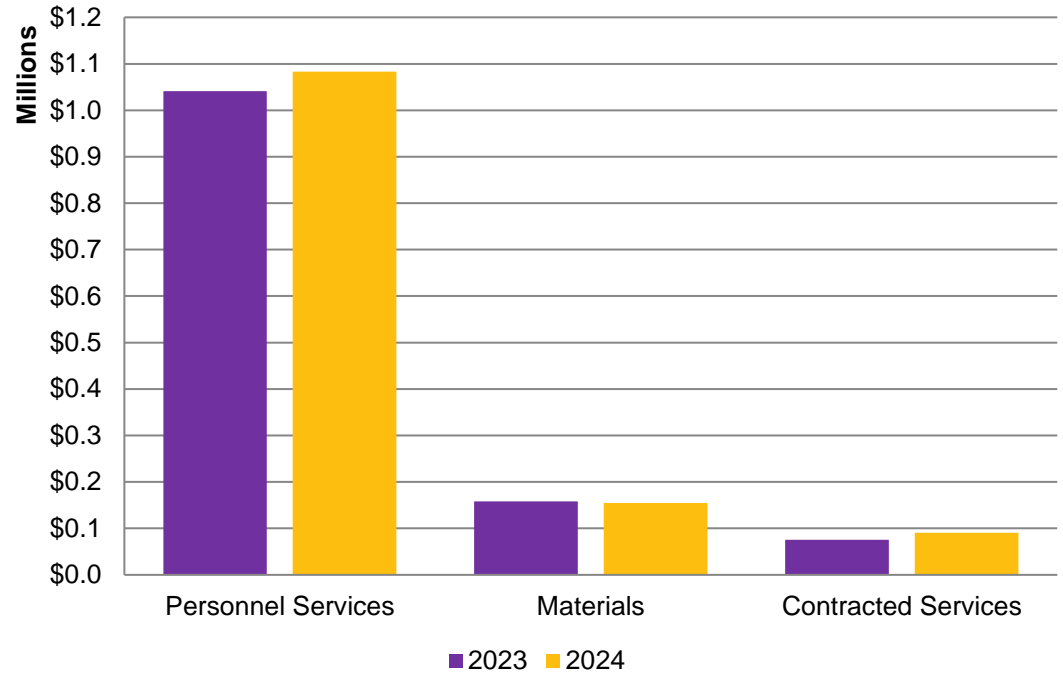
Office of the Chief Administrative Officer

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

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

Key Divisional Goal

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



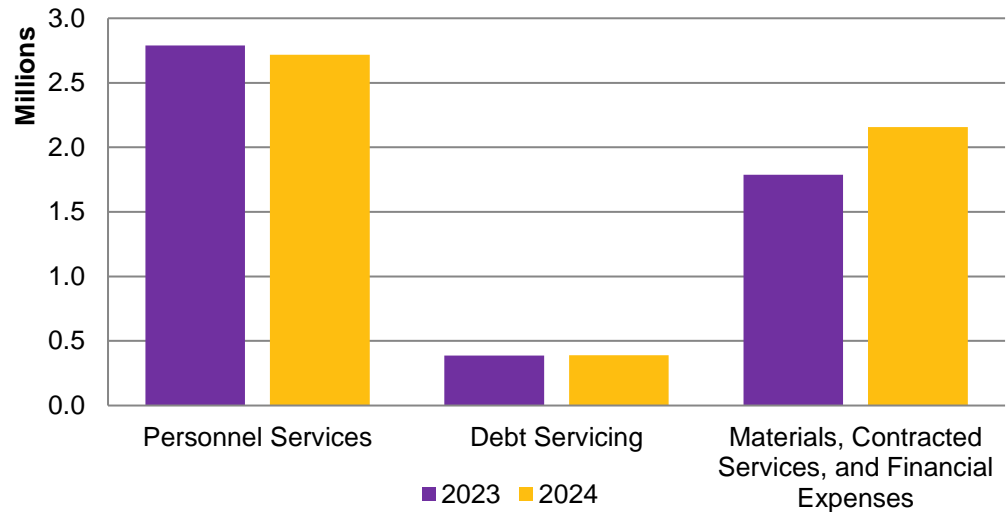
Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Personnel services	1,004,500	1,041,400	1,083,300	41,900	4.0%
Interest on long-term debt	-	-	-	-	n/a
Materials	152,600	157,800	154,400	(3,400)	-2.2%
Contracted services	75,300	75,300	90,300	15,000	19.9%
Total Expenditures	1,232,400	1,274,500	1,328,000	53,500	4.2%

Corporate Services Division

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

Key Divisional Goal

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



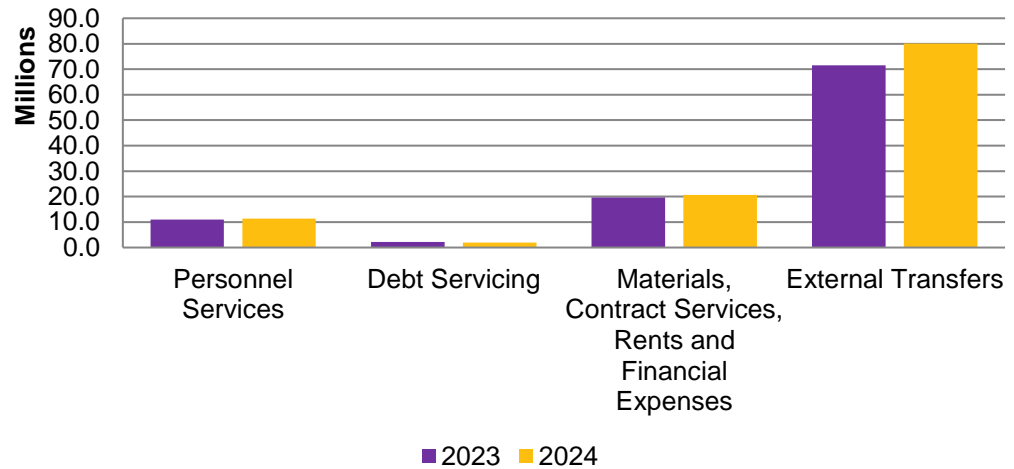
Description	2022	2023	2024	2023 to 2024	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Personnel services	2,703,600	2,790,000	2,718,100	(71,900)	-2.6%
Interest on long-term debt	98,400	81,600	73,900	(7,700)	-9.4%
Materials	1,696,500	1,718,700	1,990,600	271,900	15.8%
Contracted services	89,600	56,700	151,800	95,100	167.7%
Rents and financial expenses	13,500	13,500	13,500	-	0.0%
Repayment of long-term debt	297,000	306,000	315,000	9,000	2.9%
Internal administrative expense	60,700	63,400	61,100	(2,300)	-3.6%
Total Expenditures	4,959,300	5,029,900	5,324,000	294,100	5.8%

Integrated Social Services Division

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

Key Divisional Goal

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



Description	2022	2023	2024	2023 to 2024	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Personnel services	10,409,400	10,980,400	11,354,200	373,800	3.4%
Interest on long-term debt	187,700	145,100	100,000	-45,100	-31.1%
Materials	16,008,500	19,534,500	20,545,200	1,010,700	5.2%
Contracted services	91,000	36,000	29,700	-6,300	-17.5%
Rents and financial expenses	180,800	117,000	116,800	-200	-0.2%
External transfers	63,737,300	71,567,900	80,067,600	8,499,700	11.9%
Repayment of long-term debt	2,243,200	2,045,900	1,827,800	-218,100	-10.7%
Total Expenditures	92,857,900	104,426,800	114,041,300	9,614,500	9.2%



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

2024 Program Budget Details

Social Assistance

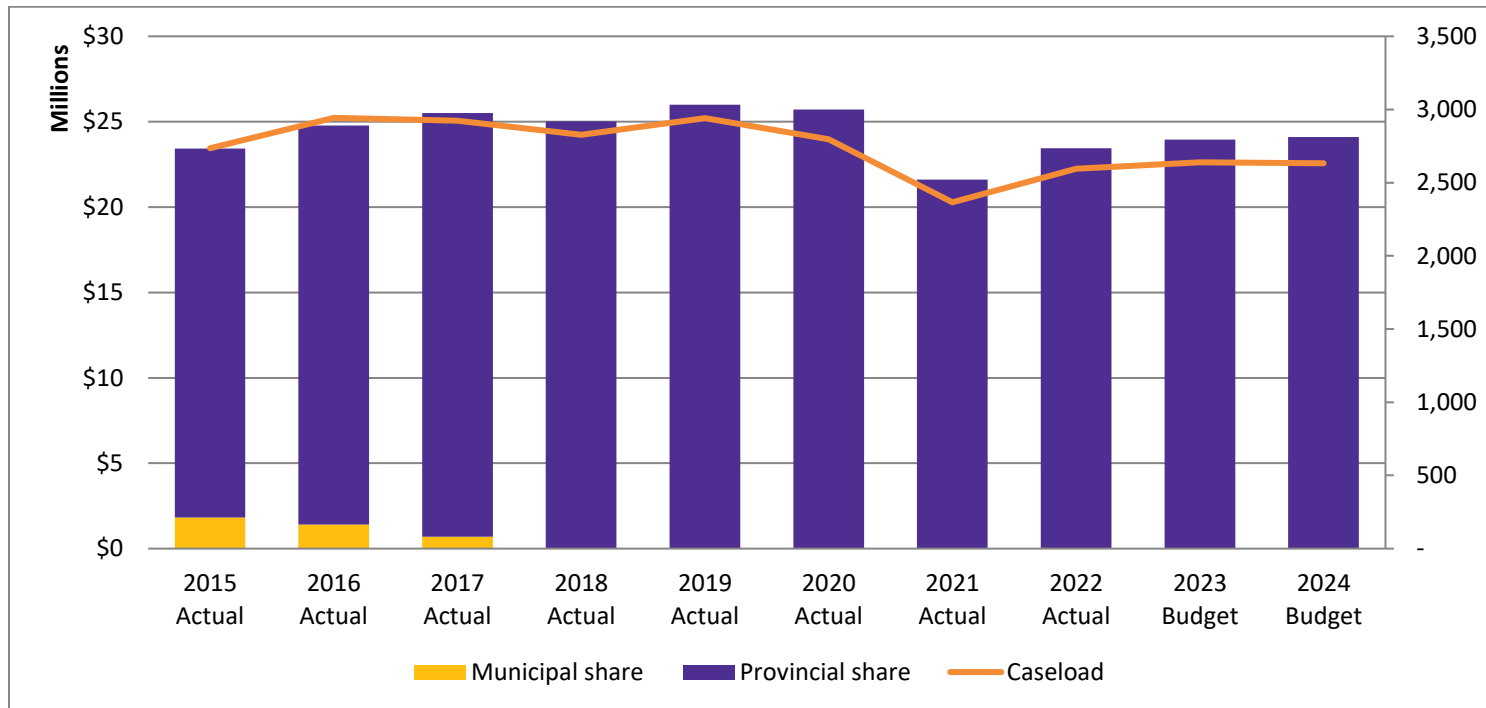
The largest component of the Integrated Social Services Division budget relates to the delivery of Ontario Works (OW) programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits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

Description	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	10,604,800	(35,400)	-0.3%
Total Expenditures	34,080,300	34,584,200	34,707,400	123,200	0.4%
Grants					
Provincial Grants - OW	(30,244,700)	(30,748,700)	(30,889,500)	(140,800)	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	3,676,500	8,900	0.2%

Ontario Works Financial Assistance

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 TBDSSAB average monthly OW caseload in 2023 (2,632) increased 0.1% versus the prior year (2,596 cases). The 2024 Provincial Budget did not include any increase in Social Assistance rates. It is expected that the OW caseload will increase locally during 2024 by 1.9%. The 2024 Budget for OW financial assistance represents an increase of \$158,600 (0.7%) versus 2023; However, because these costs are fully funded by the Province, there is no impact on the levy for municipalities and TWOMO.



Ontario Works Program Delivery Funding

The OW Program Delivery Funding Budget includes the resources available to deliver OW. Social Assistance Modernization, through legislative and technological changes, and internal process improvements, is expected to continue through 2024. TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused, employment-related services to the people we serve. This will be combined with a focus on individual needs’ assessments and reviewing employers’ responsibilities and TBDSSAB programming, so that they complement each other, ensuring successful placements.

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Personnel services	3,957,100	4,077,900	3,977,000	(100,900)	-2.5%
Interest on long-term debt	-	-	-	-	n/a
Materials and services	552,700	523,900	484,600	(39,300)	-7.5%
Contracted services	10,000	5,000	5,000	-	0.0%
Rents and financial expenses	112,800	107,400	107,200	(200)	-0.2%
External transfers	1,238,100	985,100	1,102,400	117,300	11.9%
Internal administrative expense	3,928,100	4,012,300	4,088,200	75,900	1.9%
Imputed rent recovery	961,800	971,400	971,400	-	0.0%
Total Expenditures	10,760,600	10,683,000	10,735,800	52,800	0.5%
Recoveries					
From homelessness programs	(120,400)	(42,800)	(131,000)	(88,200)	206.1%
Total Expenditures Less Recoveries	10,640,200	10,640,200	10,604,800	(35,400)	-0.3%
Grants					
Provincial grants - OW	(6,804,600)	(6,804,700)	(6,786,900)	17,800	-0.3%
Financing					
From Levy Stabilization Reserve Fund	-	-	-	-	n/a
Imputed rent adjustment	(146,700)	(167,900)	(141,400)	26,500	-15.8%
Cost to be Levied	3,688,900	3,667,600	3,676,500	8,900	0.2%

Child Care and Early Years Programs

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Child Care Programs	14,892,500	23,437,500	23,840,700	403,200	1.7%
EarlyON	3,677,200	3,837,300	3,886,600	49,300	1.3%
Child Care Program Delivery	565,600	601,400	629,700	28,300	4.7%
Total Expenditures	19,135,300	27,876,200	28,357,000	480,800	1.7%
Grants					
Provincial Grants - Child Care	(15,454,400)	(15,503,200)	(15,517,300)	(14,100)	0.1%
Federal Grants - Child Care	(1,995,200)	(11,089,400)	(11,495,600)	(406,200)	3.7%
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	1,283,900	12,400	1.0%

Child Care Programs

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	10,493,500	1,078,500	11.5%
Total Expenditures	14,892,500	23,437,500	23,840,700	403,200	1.7%
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)	(10,493,500)	(353,200)	3.5%
Total Financing	(13,489,600)	(22,454,600)	(22,857,800)	(403,200)	1.8%
Cost to be Levied	1,402,900	982,900	982,900	-	0.0%

Fee Subsidy

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

TBDSSAB calculates the amount an eligible parent or legal guardian can pay for child care. This amount is paid by the parent or legal guardian directly to the licensed child care operator. The difference between the actual daily rate charged by the child care operator and the amount the parent or legal guardian can pay is provided directly to the child care operator by TBDSSAB as a fee subsidy.

Historically, child care operators may determine their daily child care rates based on their own internal business model. However, TBDSSAB establishes the maximum daily rates upon which it will provide fee subsidy.

New in 2023, was the impact of the Canada Wide Early Learning Child Care (CWELCC) program. Under CWELCC, the province has established that the 2024 maximum base fee for child care operators enrolled in the CWELCC program be 50% less than the fee charged by each as of March 27, 2022. Child care fees were frozen by the province as of this date.

In that regard, TBDSSAB will increase 2024 rates as follows:

Age Category	2023 Rates	2024 Rates	Increase
Infant	\$ 74	\$ 74	0%
Toddler	\$ 55	\$ 55	0%
Pre-School	\$ 49	\$ 49	0%
Kindergarten	\$ 41	\$ 41	0%
School Age	\$ 40	\$ 41	2.8%

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 consistent with the 2023 level of \$2.0 million.

Special Needs Resource Programs

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.

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.

Canada Wide Early Learning Child Care (CWELCC)

In 2022, the Province announced the 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. The CWELCC funding 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 years old. Beginning in January through the end of 2024, on average the fee reduction will be 52.75%. The \$10.5 million Budget for 2024 represents Administration's estimate of the CWELCC requirement.

EarlyON

Effective January 1, 2018, TBDSSAB is responsible for administering the EarlyON programs, with the following budgeted resources for 2024:

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Ontario early years centres	2,155,600	2,123,900	2,164,600	40,700	1.9%
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	3,886,600	49,300	1.3%
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)	(998,400)	(49,300)	5.2%
Total Financing	(3,677,200)	(3,837,300)	(3,886,600)	(49,300)	1.3%
Cost to be Levied	-	-	-	-	n/a

Child Care Administration

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Personnel services	437,800	457,600	442,300	(15,300)	-3.3%
Interest on long-term debt	-	-	-	-	n/a
Materials	36,800	42,500	50,800	8,300	19.5%
Contracted services	1,000	1,000	4,700	3,700	370.0%
Rents and financial expenses	-	-	-	-	n/a
External transfers	-	-	-	-	n/a
Internal administrative expense	652,800	721,300	729,500	8,200	1.1%
Imputed rent recovery	69,700	70,400	70,400	-	0.0%
Total Expenditures	1,198,100	1,292,800	1,297,700	4,900	0.4%
Recoveries					
From EarlyON	(224,900)	(353,100)	(355,200)	(2,100)	0.6%
From EarlyON (Early Years Officer)	(92,400)	(103,100)	(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)	(1,400)	0.7%
Total Expenditures Less Recoveries	565,600	601,400	629,700	28,300	4.7%
Grants					
Provincial grants - child care	(282,800)	(300,700)	(314,800)	(14,100)	4.7%
Federal grants - child care			(3,700)	(3,700)	n/a
Financing					
Imputed rent adjustment	(10,600)	(12,100)	(10,200)	1,900	-15.7%
Cost to be Levied	272,200	288,600	301,000	12,400	4.3%

Housing and Homelessness Programs

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

Description	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	949,600	(179,300)	-15.9%
Housing Portfolio Property Management	21,126,200	23,085,400	23,756,700	671,300	2.9%
Total Expenditures	46,293,700	48,729,400	57,868,700	9,139,300	18.8%
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	20,672,600	981,200	5.0%

Community Housing

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%

Provincial Reformed Housing Providers

The *Housing Services Act, 2011*, requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the operating budgets for social housing providers. The benchmark cost indices are based on the prior year's Ontario Consumer Price Index and sub-indices. Estimated Rent-Geared to Income (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 downloaded 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 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 in the Federal 'block' funding as a result of operating agreement expiries.

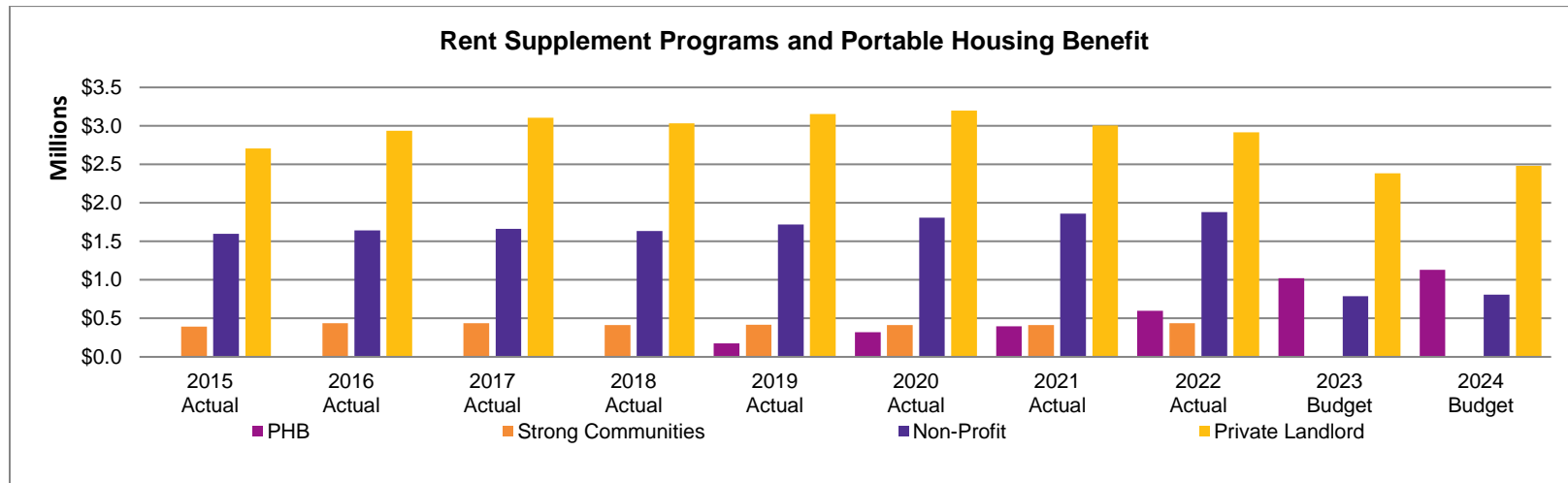
Urban Native Housing

The Urban Native Housing Program Budget for 2024 totals \$1,047,700 (2023: \$1,046,000). This Program includes two Housing Providers: Geraldton Native Housing Corporation, and Native People of Thunder Bay Development Corporation. 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 and Portable Housing Benefit

The total proposed 2024 Rent Supplement Budget (Private Landlord and Non-Profit) of \$3,290,200 is \$114,800 more than the 2023 approved budget (\$3,175,400). The budget allows for an average of 441 rent supplement units per month.

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, PHB budget expenditures of \$1,129,800 are \$107,500 higher than the 2023 approved budget (\$1,022,300) and support an average of 289 PHBs per month.



Investment in Affordable Housing

The 100% Federally/ Provincially funded Investment in Affordable Housing (IAH) Program wound down in 2023, and the remaining recipients have been moved to PHB where appropriate.

In 2024, the Ontario Renovates Revolving Loan Fund is being included to support Ontario Renovates programming.

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%
				-	n/a
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%

Ontario Priorities Housing Initiative

The Ontario Priorities Housing Initiative (OPHI), announced in 2019 under Ontario’s Community Housing Renewal Strategy, is modeled after the previous Affordable Housing Programs. For 2024, the full \$1,000,000 is allocated to the repair and upgrading of existing community housing units to ensure long term sustainability of current housing. A breakdown is provided in the table, below:

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%

Canada-Ontario Community Housing Initiative

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.

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%

Homelessness Prevention

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 2024 HPP Budget of \$16,740,200 is \$10,898,100 (186.5%) higher than the 2023 approved Budget (restated to reflect amalgamated program).

In response to the COVID-19 pandemic, the Province announced the Social Services Relief Fund to assist Service Managers to address community needs and pressures. No further SSRF allocations from MMAH are expected in 2024.

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

Housing Program Delivery

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

Description	2022 Budget (\$)	2023 Budget (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Personnel services	436,500	452,200	515,300	63,100	14.0%
Interest on long-term debt	-	-	-	-	n/a
Materials	25,900	27,400	27,700	300	1.1%
Contracted services	70,000	20,000	10,000	(10,000)	-50.0%
Rents and financial expenses	-	-	-	-	n/a
External transfers	60,000	60,000	60,000	-	0.0%
Repayment of long-term debt	-	-	-	-	n/a
Internal administrative expense	932,000	951,400	982,900	31,500	3.3%
Imputed rent recovery	111,500	112,600	112,600	-	0.0%
Total Expenditures	1,635,900	1,623,600	1,708,500	84,900	5.2%
Recoveries					
From housing and homelessness programs	(467,100)	(494,700)	(758,900)	(264,200)	53.4%
Total Expenditures Less Recoveries	1,168,800	1,128,900	949,600	(179,300)	-15.9%
Revenue					
Other revenue (HIFIS)	(70,000)	-	-	-	n/a
Other revenue (Housing Partnering Strategy)	(60,000)	(60,000)	(60,000)	-	0.0%
Financing					
From Community Housing Reserve Fund	(10,000)	(10,000)	(10,000)	-	0.0%
Imputed rent adjustment	(17,000)	(19,500)	(16,400)	3,100	-15.9%
Cost to be Levied	1,011,800	1,039,400	863,200	(176,200)	-17.0%

Housing Portfolio Property Management

TBDSSAB owns and operates 2,493 units in 53 community housing projects in the District of Thunder Bay. The 2024 Budget for Direct-Owned Housing includes costs associated with operating and maintaining these housing units:

Description	2022 Budget (\$)	2023 Base (\$)	2024 Budget (\$)	2023 to 2024	
				Change (\$)	Change (%)
Expenditures					
Personnel services	3,363,200	3,748,500	4,006,100	257,600	6.9%
Interest on long-term debt	187,700	145,100	100,000	(45,100)	-31.1%
Materials	13,569,300	15,569,900	16,185,500	615,600	4.0%
Contracted services	10,000	10,000	10,000	-	0.0%
Rents and financial expenses (net of tenant recoveries)	68,000	9,600	9,600	-	0.0%
External transfers	1,400	1,400	71,400	70,000	5000.0%
Repayment of long-term debt	2,243,200	2,045,900	1,827,800	(218,100)	-10.7%
Internal administrative expense	1,875,200	1,967,000	1,992,300	25,300	1.3%
Imputed rent recovery	250,900	253,400	253,400	-	0.0%
Total Expenditures	21,568,900	23,750,800	24,456,100	705,300	3.0%
Recoveries					
From housing and homelessness programs	(295,800)	(365,200)	(392,400)	(27,200)	7.4%
From Ontario Works	(126,800)	(279,800)	(287,200)	(7,400)	2.6%
From building operating	(20,100)	(20,400)	(19,800)	600	-2.9%
Total Expenditures Less Recoveries	21,126,200	23,085,400	23,756,700	671,300	2.9%
Revenue					
RGI rent	(10,185,000)	(10,271,700)	(10,271,700)	-	0.0%
Market rent	(863,200)	(1,084,500)	(1,084,500)	-	0.0%
Commercial rent	(53,900)	(54,000)	(179,300)	(125,300)	232.0%
Miscellaneous tenant revenue	(159,500)	(152,100)	(151,500)	600	-0.4%
Revenue-generating projects	(117,700)	(126,700)	(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)	322,300	-12.8%
Financing					
To Housing Portfolio Capital Reserve Fund	2,365,400	2,414,400	2,406,900	(7,500)	-0.3%
Transfer from Levy Stabilization Reserve Fund		(68,200)	(156,800)	(88,600)	129.9%
Imputed rent adjustment	(38,300)	(43,800)	(36,900)	6,900	-15.8%
Cost to be Levied	9,539,900	11,157,500	11,944,100	786,600	7.0%



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

2024 Capital Budget

2024 Capital Budget Overview

The Capital Budget includes planned expenditures that will be financed from the Housing Portfolio Capital Reserve Fund, the Office Building Capital Reserve Fund, and other Federal/ Provincial funding initiatives. Projects have been identified and prioritized through a review of the Direct-Owned Housing Portfolio assets and the Headquarter Office Building, in conjunction with each portfolio’s Building Condition Assessments, and aligned with the strategic direction of the organization, to maintain a long-term vision for capital improvement, revitalization and environmental stewardship.

In 2024, the Capital Budget includes 65 projects totaling \$5,045,000.

The capital forecast for the next nine (9) years identifies projects across the portfolio, and will be updated in 2024 based on updated Building Condition Assessments.

Direct-Owned Capital Budget and Forecast	Forecast								
	2025	2026	2027	2028	2029	2030	2031	2032	2033
Roofing	1,337,000	60,000	361,400	313,200	445,000	460,000	429,000	70,000	-
Windows	367,000	700,000	942,000	445,000	76,400	210,000	50,000	50,000	50,000
Doors	422,600	246,100	114,000	107,000	66,300	190,000	-	-	-
Sitework	479,000	356,000	170,000	426,250	354,000	217,000	111,000	15,000	-
Elevator	-	360,000	20,000	7,500	283,000	704,000	-	-	-
Flooring	257,000	92,000	141,380	121,456	65,400	179,500	100,000	-	-
Electrical	596,000	350,000	146,000	43,000	221,500	432,000	180,000	-	-
Mechanical	415,000	76,000	28,000	793,000	374,400	530,000	235,000	-	-
Life Safety	120,000	330,000	72,000	315,800	150,800	90,000	-	110,000	-
Accessibility Modifications	-	-	-	-	-	-	-	-	-
Plumbing	603,000	658,000	210,000	438,150	172,200	172,000	-	-	-
Painting	429,000	150,000	102,000	419,150	477,100	95,000	85,000	275,000	-
Appliances	115,000	146,550	56,000	34,050	246,500	292,500	89,000	85,000	-
Building Interior Upgrades	155,000	125,000	580,000	121,300	30,000	100,000	197,100	-	-
Building Exterior Repairs	646,000	201,000	304,000	406,550	163,400	441,000	-	-	-
Security	105,000	-	-	-	70,000	-	-	-	-
Common Rooms	8,000	12,000	10,000	6,500	10,500	5,000	2,500	6,500	3,500
TOTAL	\$ 6,054,600	\$ 3,862,650	\$ 3,256,780	\$ 3,997,906	\$ 3,206,500	\$ 4,118,000	\$ 1,478,600	\$ 611,500	\$ 53,500