

# The District of Thunder Bay Social Services Administration Board

## 2016 Operating and Capital Budget

Approved December 17, 2015



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

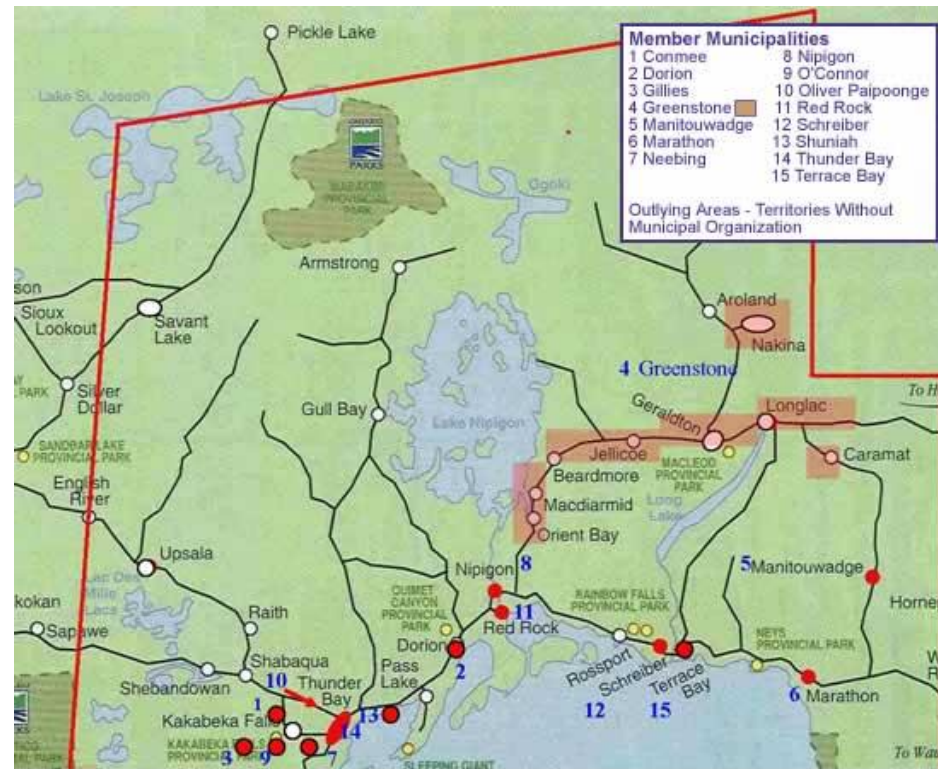
TABLE OF CONTENTS	PAGE No.
Organization Profile.....	2
Corporate Organization Structure.....	3-4
Strategic Plan (2013-16).....	5
Budget Introduction.....	6
2016 Operating Budget Overview.....	7-12
Board.....	13
CAO’s Office.....	14-16
Corporate Services Division .....	17-19
Client Services Division .....	20-31
Housing Services Division.....	32-39
2016 Direct-Owned Housing Portfolio Capital Budget Overview .....	40-41

**Organization Profile**

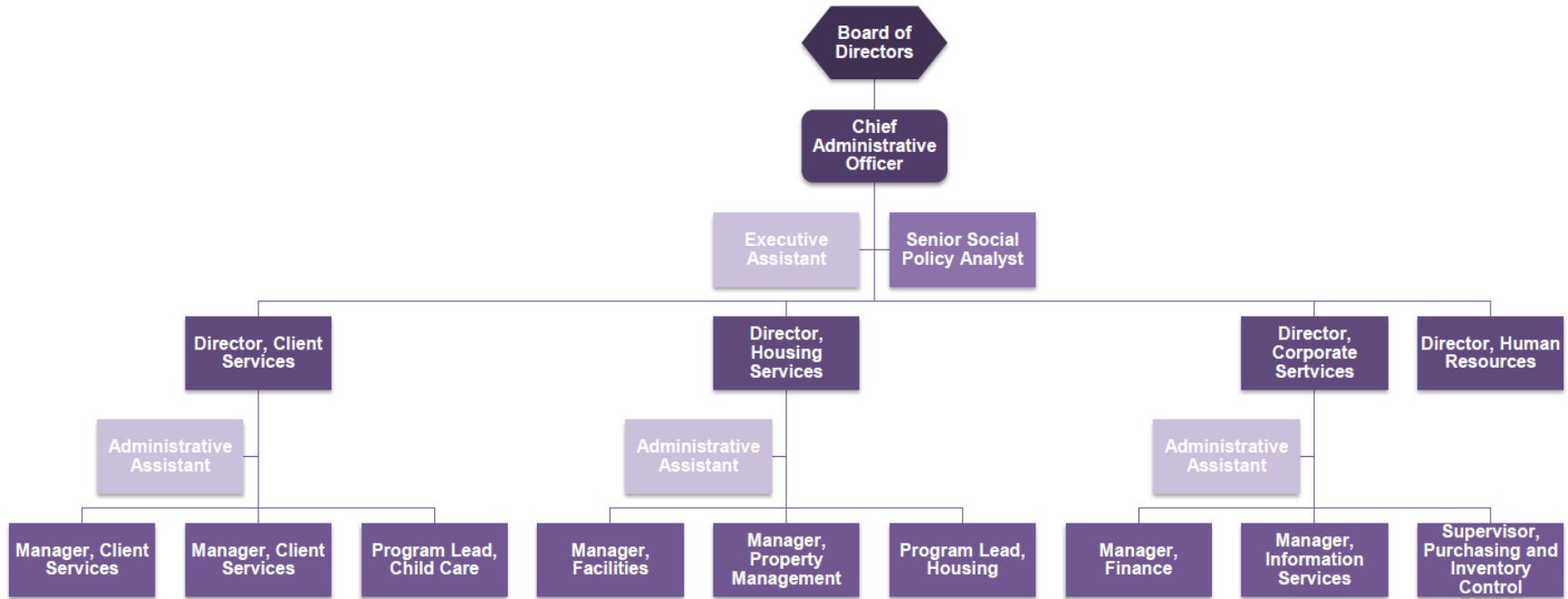
The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) delivers provincially mandated services on behalf of the citizens of the District of Thunder Bay in an equitable and cost-effective manner. These services include Ontario Works (OW), Child Care and Housing programs, including the direct operation of 2,505 housing units.

TBDSSAB delivers services in the territorial District of Thunder Bay, the District 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)



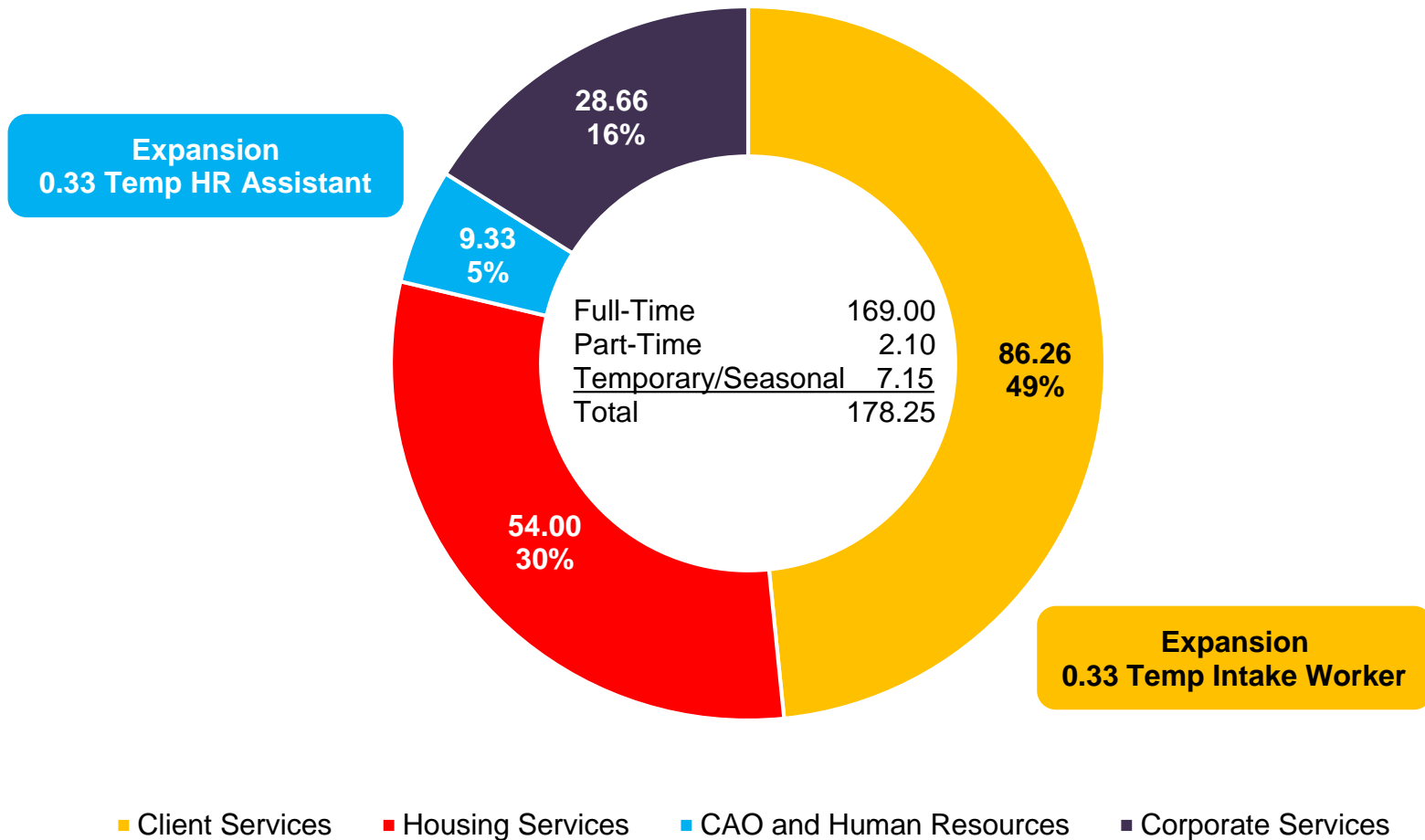
Corporate Organization Structure



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

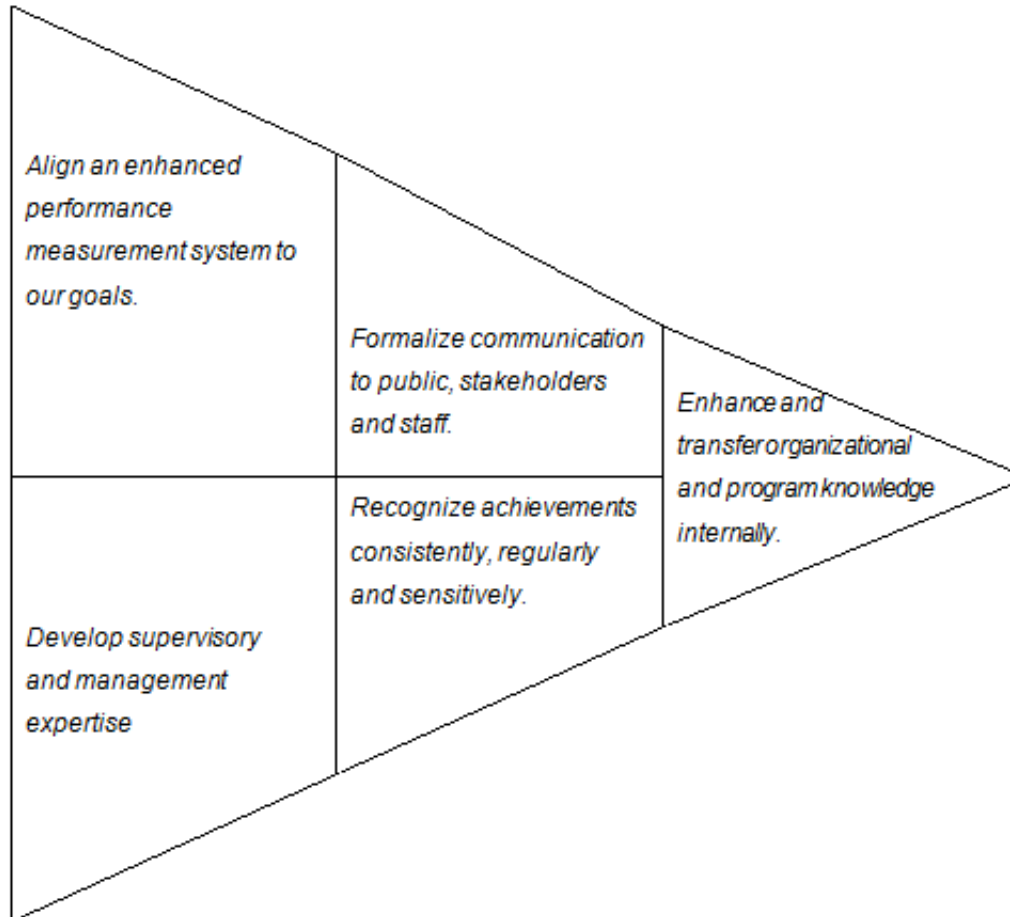
- Area 1: Conmee, Gillies, Neebing, O’Connor, Oliver Paipoonge and Shuniah (1 member)
- Area 2: Dorion, Nipigon, and Red Rock (1 member)
- Area 3: Greenstone (1 member)
- Area 4: Schreiber and Terrace Bay (1 member)
- Area 5: Manitouwadge and Marathon (1 member)
- Area 6: Thunder Bay (6 members)
- Area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

The TBDSSAB budget includes staff complement totalling 178.25 Full Time Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement.



**Strategic Plan (2013-2016)**

The Strategic Plan for the years 2013 through 2016 was developed and adopted by the Board in 2013. This plan identifies the practical vision, strategic objectives and strategic directions to guide Administration during that period. The plan emphasizes the importance of providing excellent client service, optimized housing and fostering a healthy work environment. The following diagram illustrates the five strategic directions established by the Board:



## **Budget Introduction**

The Board has approved Budget Policy, AD02.010, and Administration has developed procedures to guide the budget process and ensure Board resources are allocated and then utilized effectively and efficiently. Through the budget process, Administration analyzes and justifies the costs that are required to implement the mandate, fulfil the strategic plan of the Board, and maintain effective operations. Each member of the Senior Management Team is responsible for establishing the goals and objectives of their respective divisions, determining required resources (including staffing) to achieve those goals for their responsibility centre(s), and is accountable for performance within that 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 include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual Municipal levy for that year. The gross operating budget for 2016 totals \$89,638,100.

## **Capital Budget**

Administration prepares a Capital Budget and Forecast annually for the direct-owned housing portfolio comprising estimated capital project expenditures for the forthcoming year. The annual Capital Budget is the first year of a multi-year forecast of capital expenditures. In 2016, capital projects are all financed from capital reserve funds, and total \$4,065,500.

## **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 the Board to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds be completed and provided to the Board each year prior to budget deliberations. The approved direction is incorporated into the budget as appropriate.

2016 Operating Budget Overview

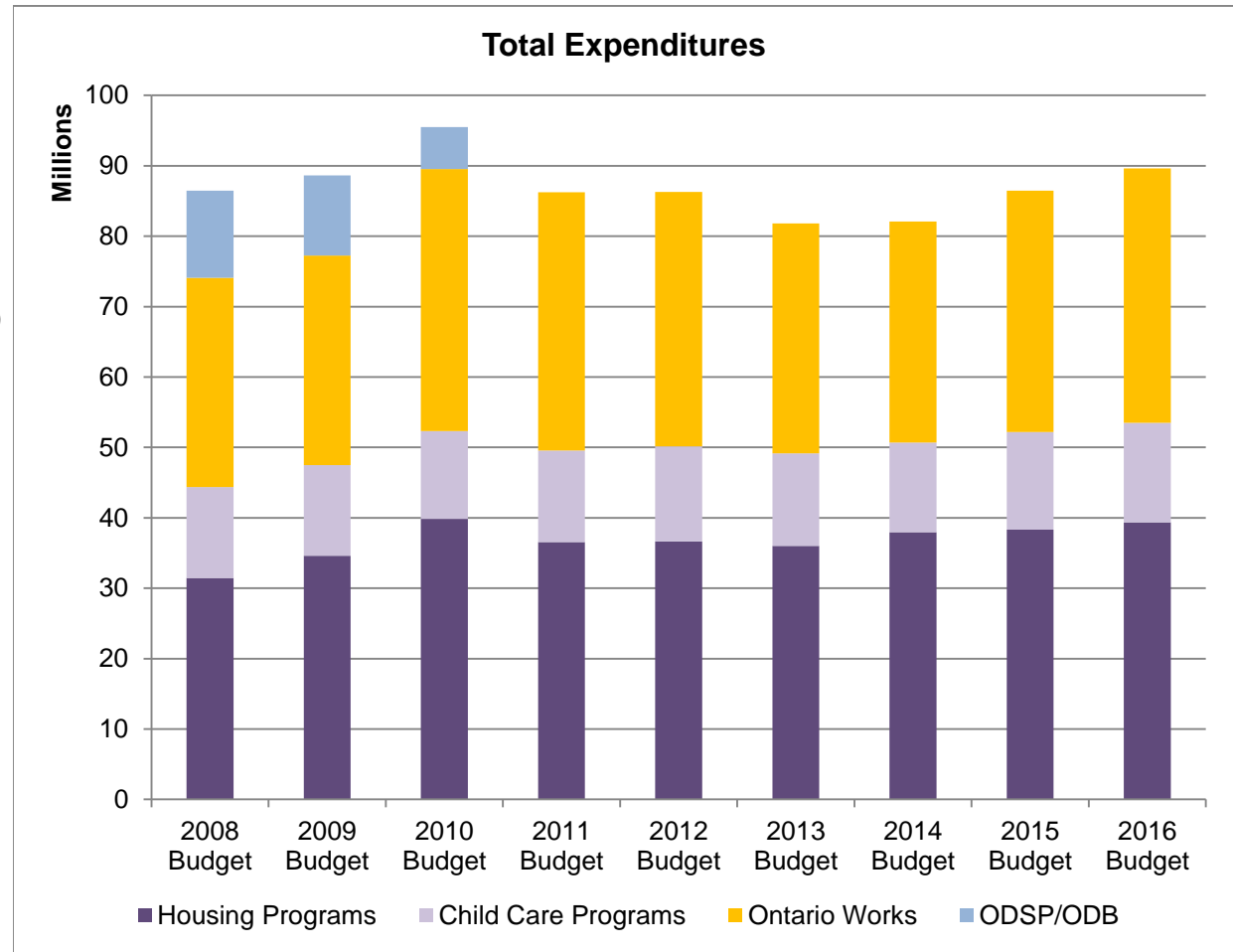
The Total TBDSSAB Operating Budget of \$89.6 million represents a \$3.2 million increase over the prior year budget of \$86.5 million. This increase is due primarily to increased financial assistance to OW clients, and costs associated with providing Social and Affordable Housing in the District of Thunder Bay.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Ontario Works	31,365,400	34,280,000	36,148,500	1,868,500	5.5%
Child care programs	12,758,500	13,850,300	14,154,200	303,900	2.2%
Housing and homelessness programs	37,949,453	38,325,100	39,335,400	1,010,300	2.6%
<b>Total Expenditures</b>	<b>82,073,353</b>	<b>86,455,400</b>	<b>89,638,100</b>	<b>3,182,700</b>	<b>3.7%</b>
Rents and other revenues	(10,845,400)	(10,830,900)	(10,849,800)	(18,900)	0.2%
<b>Grants</b>					
Ontario Works	(24,385,000)	(27,518,200)	(29,809,000)	(2,290,800)	8.3%
Child care	(10,688,600)	(11,927,600)	(12,233,600)	(306,000)	2.6%
Housing and homelessness	(14,490,800)	(14,014,600)	(14,872,600)	(858,000)	6.1%
<b>Total Grants</b>	<b>(49,564,400)</b>	<b>(53,460,400)</b>	<b>(56,915,200)</b>	<b>(3,454,800)</b>	<b>6.5%</b>
Interest revenue - unrestricted	(163,100)	(87,000)	(84,000)	3,000	-3.4%
Interest revenue - restricted	(147,000)	(174,000)	(200,000)	(26,000)	14.9%
<b>Net Cost to be Financed</b>	<b>21,353,453</b>	<b>21,903,100</b>	<b>21,589,100</b>	<b>(314,000)</b>	<b>-1.4%</b>
<b>Financing</b>					
Levy to municipalities and TWOMO	23,533,653	23,897,900	24,012,000	114,100	0.5%
From (to) OW client benefits reserve fund	171,800	127,300	104,300	(23,000)	-18.1%
From (to) CSRP reserve fund	-	83,800	118,100	34,300	40.9%
From (to) office building reserve fund	(169,600)	(88,800)	(102,800)	(14,000)	15.8%
From (to) social housing reserve fund	-	315,700	-	(315,700)	-100.0%
From (to) capital reserve funds	(2,193,000)	(2,258,800)	(2,342,500)	(83,700)	3.7%
From (to) unrestricted surplus	157,600	-	-	-	n/a
From (to) reserve funds	(147,000)	(174,000)	(200,000)	(26,000)	14.9%
<b>Total Financing</b>	<b>21,353,453</b>	<b>21,903,100</b>	<b>21,589,100</b>	<b>(314,000)</b>	<b>-1.4%</b>



The gross historical TBDSSAB budget identifies the distribution across the three program areas – OW, Child Care and Housing Programs.

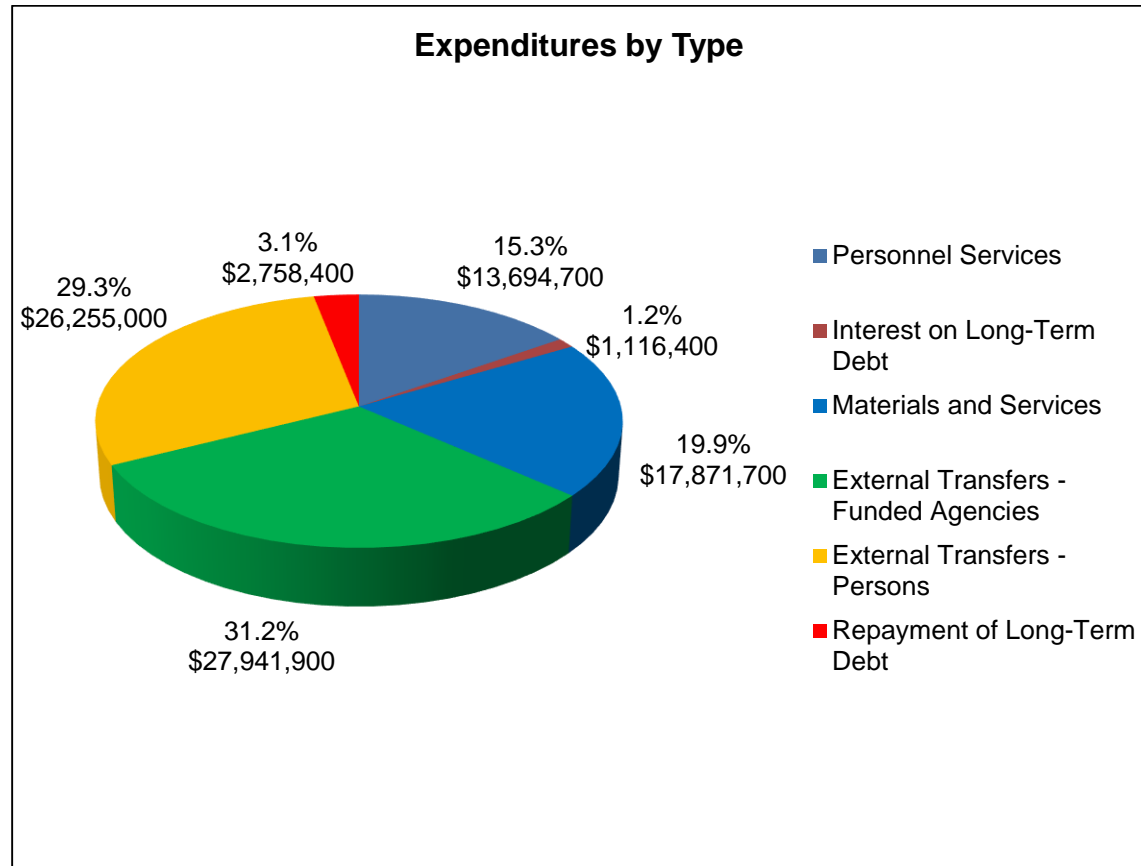
Prior to 2011, TBDSSAB was also responsible for the Ontario Disability Support Program (ODSP) and Ontario Drug Benefit (ODB). These programs were fully uploaded by the Province by 2011.



The largest component of the TBDSSAB budget relates to External Transfers to Funded Agencies at \$27.9 million, or 31.2% of the total. Similarly, External Transfers to Persons accounts for a further \$26.3 million or 29.3% of the total budget. When combined with the Materials and Services which include uncontrollable costs related to municipal property taxes (\$5.2 million) and utilities (\$4.3 million) for directly-owned housing properties (included in Materials and Services), these three categories account for 80% or \$72.1 million of the total approved budget.

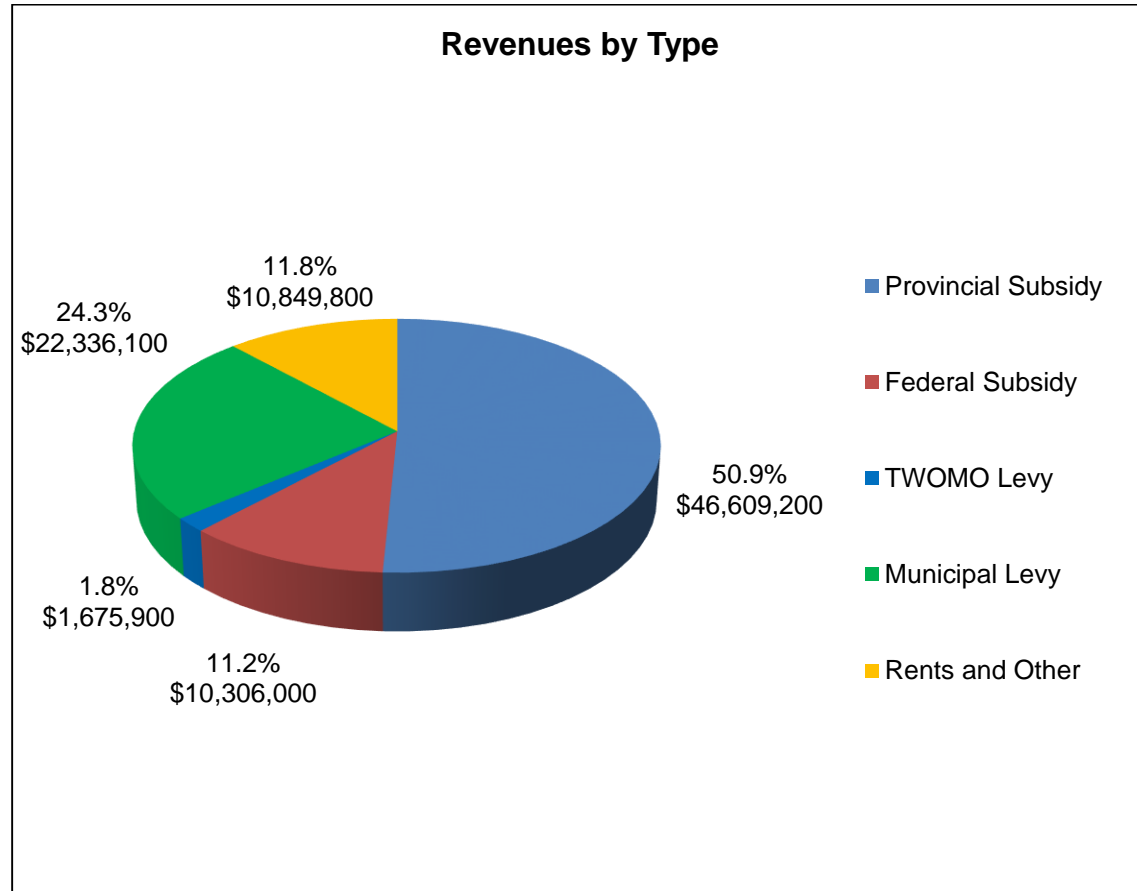
Personnel Services accounts for 15.3% or \$13.7 million of the total TBDSSAB budget.

The remaining 4.3% of the budget is required to service the long-term debt of owned properties.

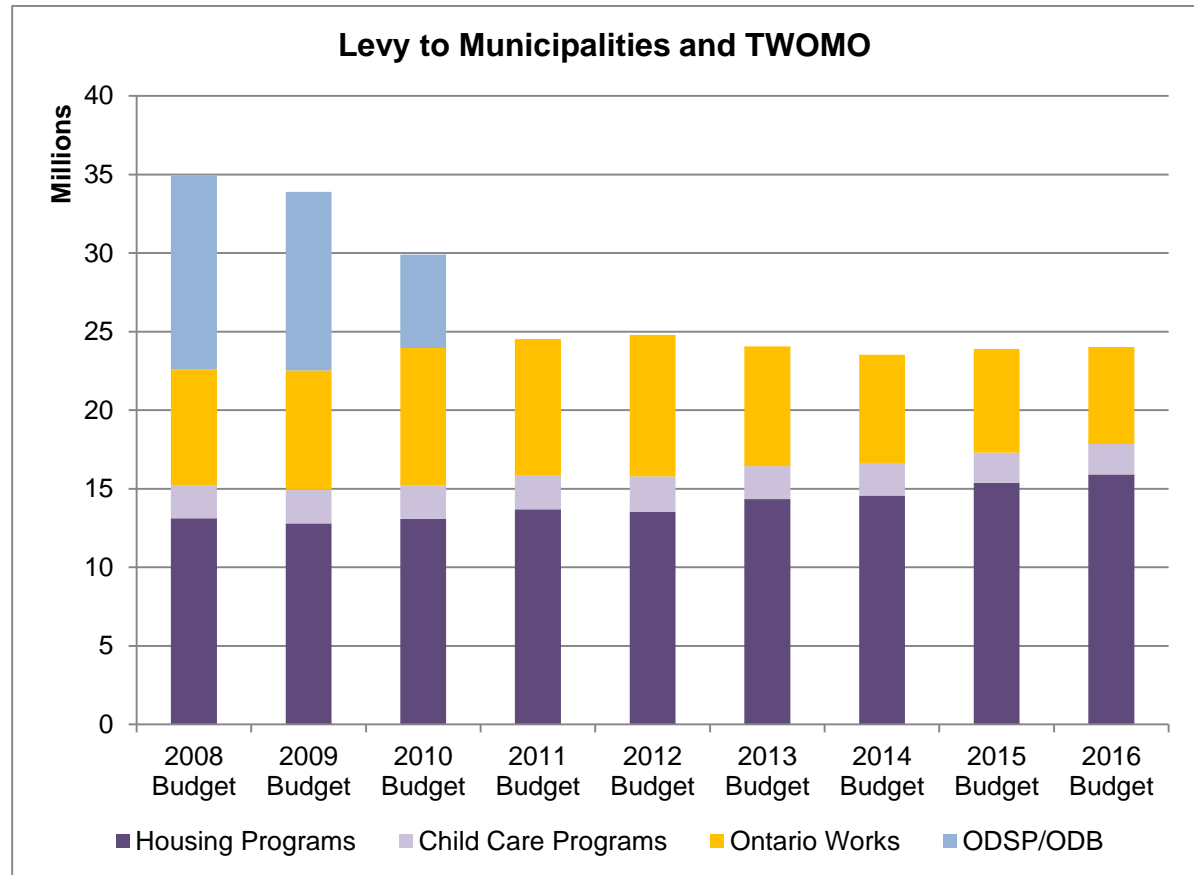


TBDSSAB is funded through the following revenue sources:

- Provincial funding accounts for the single largest category at 50.9% or \$46.6 million.
- Federal funding accounts for an additional 11.2% or \$10.3 million of funding.
- The municipal levy represents 24.3% or \$22.3 million of the funding.
- Levies to TWOMO (which are billed to the Province), 2.1% or \$1.7 million.
- Tenant rents account for the 3<sup>rd</sup> largest source of revenue at 11.8% or \$10.8 million in 2016.



The Province has continued its commitment to fully upload the cost of OW Financial and Employment assistance by 2018. However the resulting decrease for 2016 is more than offset by increases in social housing. The chart provides a breakdown of the Levy, by program, since 2008 when the uploading of the Ontario Disability Support Program (ODSP) and Ontario Drug Benefits (ODB) began.

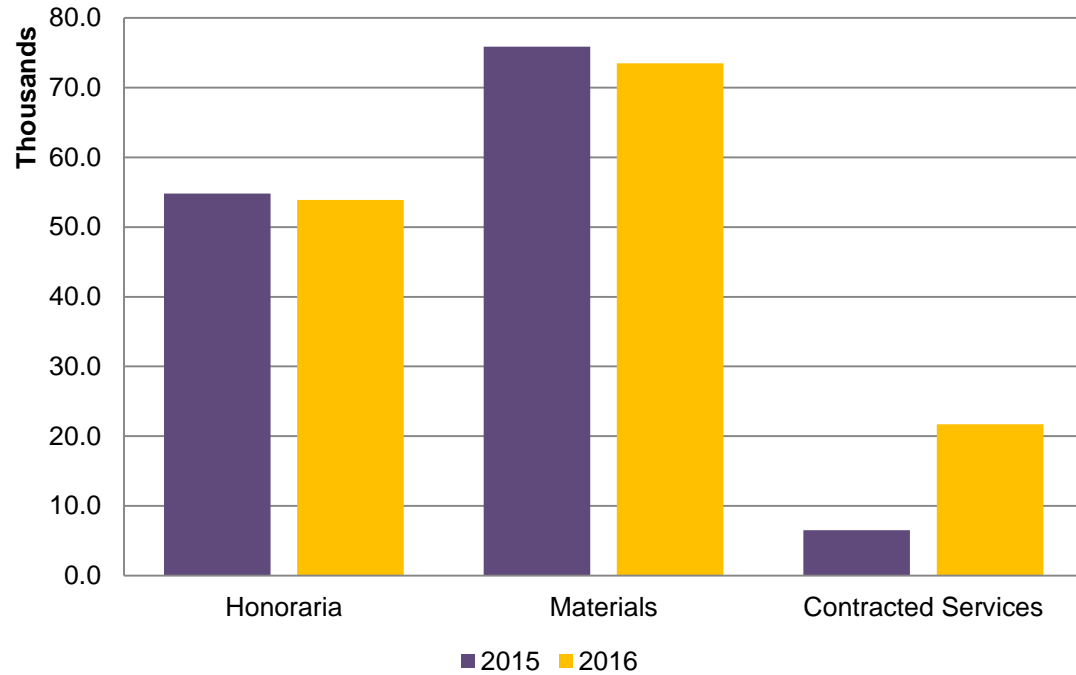


The potential impact of the 2016 levy increase for member municipalities, using the 2015 weighted assessment, is presented in the table.

Municipality	2015 Final Weighted Assessment	2015 Levy (\$)	2016 Budget (\$)	Change (\$)
Conmee	0.3076%	73,510	<b>73,861</b>	351
Dorion	0.2222%	53,101	<b>53,355</b>	254
Gilles	0.1764%	42,156	<b>42,357</b>	201
Greenstone	3.6811%	879,706	<b>883,906</b>	4,200
Manitouwadge	0.3117%	74,490	<b>74,845</b>	355
Marathon	0.9449%	225,811	<b>226,889</b>	1,078
Neebing	1.5708%	375,388	<b>377,180</b>	1,792
Nipigon	0.5496%	131,343	<b>131,970</b>	627
O'Connor	0.3155%	75,398	<b>75,758</b>	360
Oliver & Paipoonge	3.9378%	941,052	<b>945,545</b>	4,493
Red Rock	0.2603%	62,206	<b>62,503</b>	297
Schreiber	0.2438%	58,263	<b>58,541</b>	278
Shuniah	3.7309%	891,607	<b>895,864</b>	4,257
Terrace Bay	0.7016%	167,668	<b>168,468</b>	800
Thunder Bay	76.0664%	18,178,271	<b>18,265,064</b>	86,793
TWOMO	6.9794%	1,667,930	<b>1,675,894</b>	7,964
<b>Total</b>	<b>100.0000%</b>	<b>23,897,900</b>	<b>24,012,000</b>	<b>114,100</b>

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

Responsible for establishing the strategic goals and governing policies for the organization and to provide direction to the Chief Administrative Officer.



Description	2015 Budget (\$)	2016				
		Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
<b>Expenditures</b>						
Honoraria	54,800	53,900	-	-	<b>53,900</b>	-1.6%
Materials	75,900	73,500	-	-	<b>73,500</b>	-3.2%
Contracted services	6,500	21,700	-	-	<b>21,700</b>	233.8%
<b>Total Expenditures</b>	<b>137,200</b>	<b>149,100</b>	-	-	<b>149,100</b>	<b>8.7%</b>

**Office of the Chief Administrative Officer (including the Human Resources Department)**

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

Development of Social Policy positions and governing policies for the Board's approval. Development of administrative policies and procedures.

Responsible for delivery of human resources programs, including Employee and Labour Relations, Health and Safety, Compensation and Benefits services for the organization.

**Strategic Plan Deliverables**

- Ensure that the Practical Vision of the TBDSSAB is carried out, that is, to develop and maintain a Healthy & Supportive Organization that provides Excellent Client Service and Optimized Housing.
- Workplace wellness and employee recognition programming that recognizes the distinct needs of employees who work in a social service environment and addresses current environmental needs of the workforce has been developed with the input of committees established for this strategic objective.

**Key Goals and Objectives**

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

**Major Initiatives Planned for 2016**

## CAO'S OFFICE

- The CAO will continue to make presentations to community groups regarding TBDSSAB background and services in keeping with the approved Communication Plan.
- The CAO will participate in various regional and provincial tables, for example the Northern Ontario Service Deliverers' Association (NOSDA), the Ontario Municipal Social Service Association (OMSSA) senior leaders table and the Provincial – Municipal Housing table to advance the positions adopted by the Board.

## HUMAN RESOURCES

- The complex process of developing succession planning activities for the organization is under development with projected completion in 2016.
- A new employee performance and development process was implemented which allows for individualized performance goals and objectives that will support development of the core competencies desired in our leaders by our organization.
- The supervisory and leadership training program will support our identified future leaders to move into new roles with the desired supervisory and management expertise. The main focus for 2016 will be to develop current and new supervisor talent by delivery of a new Supervisor Training Program.

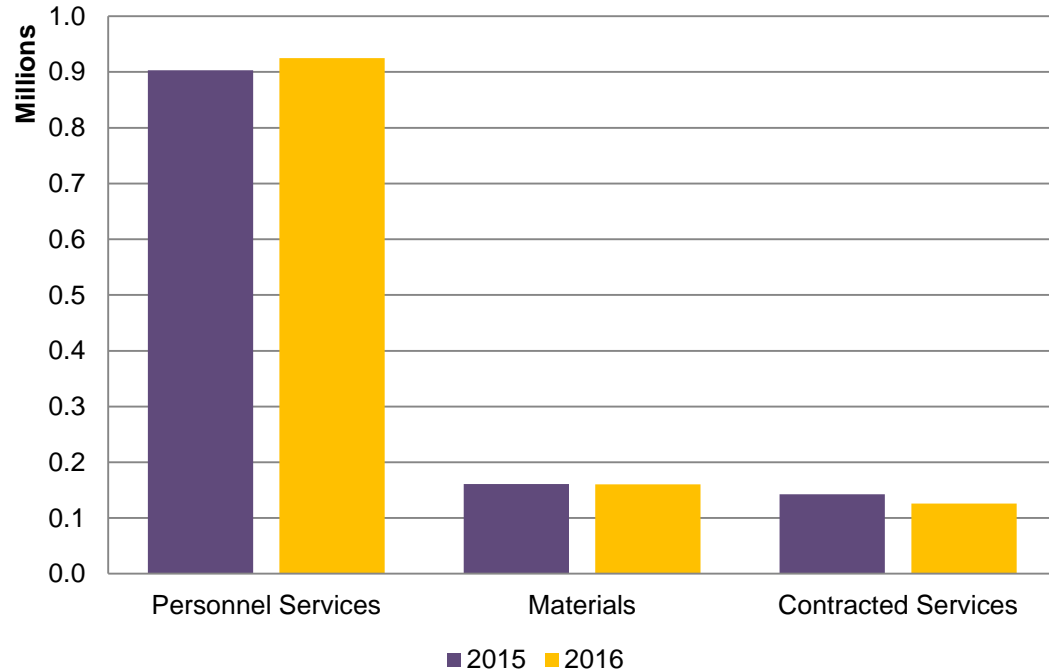
## POLICY &amp; RESEARCH

- The development of position papers for the Board's approval regarding adult dental health and elementary school breakfast programs.
- Continued improvement in the quality of the data that is gathered for management and the Board to ensure that decisions can be made based on evidence.
- The distribution and analysis of a tenant satisfaction survey.
- The launching of the TBDSSAB Facebook page with continued enhancement and monitoring of the organization's social media profile.
- Website content has been reviewed and will be revised to be more user-friendly for clients, tenants and applicants.



Office of the Chief Administrative Officer (including the Human Resources Department)

Staff Complement	2015 Budget	2016 Budget
Full-Time	9.00	9.00
Part-Time	-	-
Temporary	-	0.33
<b>Total</b>	<b>9.00</b>	<b>9.33</b>



Description	2015 Budget (\$)	2016				Change (%)
		Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	
<b>Expenditures</b>						
Personnel services	902,900	905,600	-	19,400	<b>925,000</b>	2.4%
Materials	161,100	160,700	-	-	<b>160,700</b>	-0.2%
Contracted services	142,600	126,100	-	-	<b>126,100</b>	-11.6%
<b>Total Expenditures</b>	<b>1,206,600</b>	<b>1,192,400</b>	<b>-</b>	<b>19,400</b>	<b>1,211,800</b>	<b>0.4%</b>

## Corporate Services Division

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

### Strategic Plan Deliverables

Corporate Services leads the strategies related to Financial Sustainability, and includes the following:

- Well invested reserves through a Reserve Fund Policy and Strategy. The reserve fund strategy is provided annually to the Board prior to budget deliberations.
- Reinvested surpluses. A new investment advisor and long term investment strategy was developed and will be maintained to maximize revenue.
- Accountable advances including internal control processes and sound organizational infrastructure relative to internal processes and funded agencies.

### Key Divisional Goals and Objectives

The key divisional goal of Corporate Services is to establish and maintain an effective system of internal controls to safeguard the assets of the organization, specifically through Finance, Information Services (Information Technology and Information Management) and Procurement systems.

#### FINANCE OBJECTIVES

- To record timely and efficient financial transactions within the financial reporting system.
- To maintain an efficient budget process.
- To provide relevant, timely information relative to accountable advances.

#### INFORMATION SERVICES OBJECTIVES

- To maximize system and server uptime relative to the system network and applications.
- To minimize security breaches within the network security infrastructure.
- To maximize end user productivity for hardware and software support.
- To provide timely and accurate distribution services (internal and external document delivery).
- To ensure client information is accessible, current and organized within the records and document management systems.
- To maximize accurate retention and disposition of records within the archiving and retrieval processes.

#### PURCHASING & INVENTORY CONTROL OBJECTIVES

- To provide efficient, transparent, ethical and cost effective procurement services.
- To manage the supply base efficiently and effectively through a robust inventory control system.
- To ensure TBDSSAB vehicles are effectively and efficiently procured, maintained, used and disposed of through an effective fleet management system.

**Major Initiatives Planned for 2016**

## DIRECTOR'S OFFICE

- Comprehensive employee orientation program. To enhance organizational knowledge, a comprehensive new staff orientation program will be developed for all areas of the Corporate Services Division.

## FINANCE

- Procure to Pay. To support effective implementation, maximize continuous improvement across other impacted finance processes, and monitoring and measuring key performance indicators.
- Enhanced financial management processes relative to variance report analysis, timely communication for financial processes including enhanced JET reports, utility and other historical financial analysis and reporting, and accountable advances support processes.
- Internal process and interface reviews, including process redesign relative to Social Assistance Management System (SAMS) and banking.

## INFORMATION SERVICES

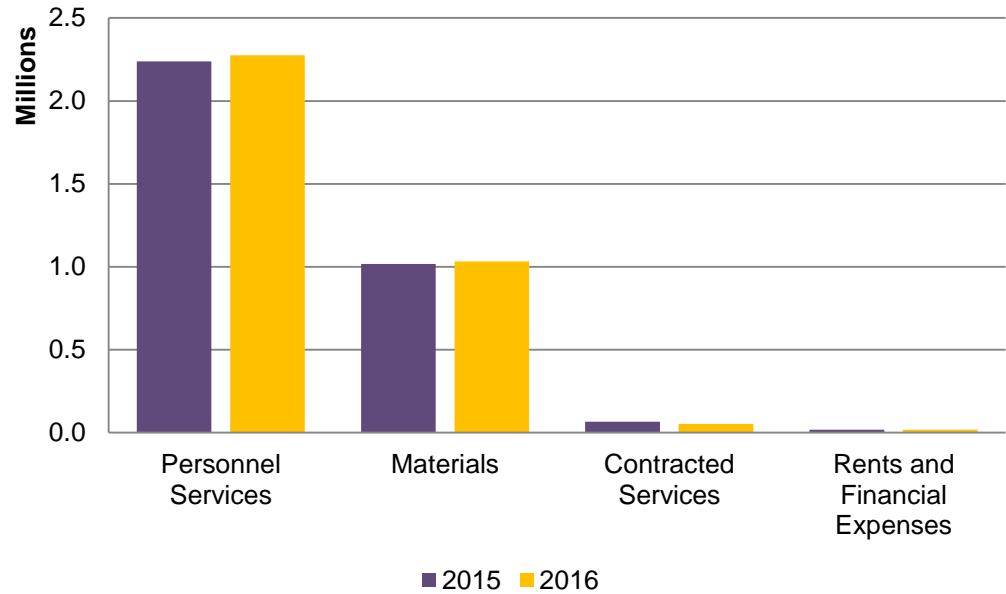
- Continuous improvement. Relative to specific items that been recently developed including Disaster Recovery, intranet (SharePoint), and Headquarters High Availability System; and job rotation-based file and record management services and streamlined archive and file retention strategies.
- Enhanced communication for all TBDSSAB Sites. Includes improved telephone connectivity and network communications, and access connections for select buildings coinciding with security surveillance upgrades; and proof of concept for electronic records access.
- System enhancements for storage upgrades, and phone system feature upgrades.

## PURCHASING &amp; INVENTORY CONTROL

- Procure to pay. To support effective implementation and maximize continuous improvement within the purchasing processes, and monitoring and measuring key performance indicators of the centralized purchasing system.
- Inventory control system. To develop a robust inventory control system.
- Fleet management strategy. To develop a long-term strategy to manage TBDSSAB fleet.

Corporate Services Division

Staff Complement	2015 Budget	2016 Budget
Full-Time	28.00	28.00
Part-Time	-	-
Temporary	0.66	0.66
<b>Total</b>	<b>28.66</b>	<b>28.66</b>



Description	2015 Budget (\$)	2016				
		Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
<b>Expenditures</b>						
Personnel services	2,239,100	2,275,100	-	-	<b>2,275,100</b>	1.6%
Materials	1,018,000	1,032,300	-	-	<b>1,032,300</b>	1.4%
Contracted services	67,000	53,300	-	-	<b>53,300</b>	-20.4%
Rents and financial expenses	17,600	17,600	-	-	<b>17,600</b>	0.0%
<b>Total Expenditures</b>	<b>3,341,700</b>	<b>3,378,300</b>	-	-	<b>3,378,300</b>	<b>1.1%</b>

## Client Services Division

The Client Services Division focuses on delivery of OW, Child Care Services and a common, Integrated Intake Service.

### Strategic Plan Deliverables

- Recognized client diversity. Recognizing the demographics of our community ensures our programming materials, objectives and outcomes take into consideration our diverse clientele and their needs. It also helps individual clients by creating confidence in our understanding of their perspectives and of the stressful situation they are in. It allows us to participate in service partnerships in meaningful and relevant ways.
- Coordinated client-focused service. This will foster healthy relationships between clients and staff, and Board and community boards, allowing for effective services and for a positive first impression of the organization. The vision is for a one door approach.
- Community resources and partnerships. Some programs in the community are already established and the organization pools resources and finds financial savings. Since other organizations work with the same clients, the establishment of community partnerships has the opportunity to reduce the duplication of programs.

### Key Divisional Goals and Objectives

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.

#### ONTARIO WORKS OBJECTIVES

- Assist people in need to realize their goal of financial independence from social assistance through employment. These programs have two distinct parts, financial and employment assistance. Guided by legislation, the division plans for and manages a system of financial assistance and benefits and offers employment, training and education programs that supports the transition from assistance to employment.
- Continue to ensure intake services provide a common point of entry into the organization. Enhance services to clients who require multiple services through active identification of needs, connections to services and case management.
- Continued development of partnerships to deliver quality services throughout the District of Thunder Bay.
- Enhance TBDSSAB visibility in the employment network and ensure that targeted community employers know we have potential employees and initiatives to support the early stages of work placements.

- Engage with community partners to ensure a coordinated approach to labour market needs/changes and workforce development and employment.
- Skills and training programs will be based on individual needs, agency expertise, and labour market trends and conditions.

CHILD CARE OBJECTIVES

- Child Care Services invests in the physical, social, emotional, and economic health of our communities by supporting quality children care programs that are affordable, effective and accessible for all.
- To ensure the system of child care resources maximizes opportunities for placement of children and is sustainable into the future.
- Ensure children requiring special needs resources are supported in child care.

INTEGRATED INTAKE SERVICES OBJECTIVE

- Ensure all clients coming to access services receive the initial service through one common door.

**Major Initiatives Planned for 2016**

ONTARIO WORKS

- Implement strategies to ensure employment assessments are completed and updated with individuals to determine their labour market readiness.
- Review and prioritize programming and training to meet the identified needs of individuals and the labour market.

- Refer appropriate individuals to the various internal and external upgrading and employment programs.
- Continue to provide assistance to individuals with significant barriers to employment through assessment, and referral.
- Continue to move OW forward in recovery from SAMS related challenges and ensure quality client services.
- Enhance case management to meet the employment and life skills needs of clients. Work with clients and employers before, during and after placement in employment. Ensure all specialized employment programming supports this initiative.

CHILD CARE

- Finalize The Child Care Plan that incorporates the funding based on occupancy (vs licensed capacity) and addresses the unique challenges of all communities. Provide quality child care information to parents and communities via ongoing, public quality assurance reporting.

INTEGRATED INTAKE SERVICES

- Ensure clients who require multiple services are supported through active identification of needs, and supported through case management activities.
- Continue to ensure clients experience a one door approach to all TBDSSAB services.
- Continue to support the new Kakabeka satellite office and ensure clients in this area are aware of services delivered in this new office.

**Client Services Division - Ontario Works**

The largest component, \$36.1 million (2015-\$34.3 million) or (71.9%) of the Client Services Division relates to the provision of OW programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families in the form of financial and employment benefits to assist eligible recipients reach financial independence through employment.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2014 to 2015 Change (\$)	Change (%)
<b>Expenditures</b>					
Client allowances and benefits	19,521,500	21,957,600	23,812,100	1,854,500	8.4%
Community social reinvestment program	655,400	655,400	655,400	-	0.0%
Program delivery and employment assistance	10,481,200	10,957,000	10,971,900	14,900	0.1%
Addiction services initiative	707,300	710,000	709,100	(900)	-0.1%
<b>Total Expenditures</b>	<b>31,365,400</b>	<b>34,280,000</b>	<b>36,148,500</b>	<b>1,868,500</b>	<b>5.5%</b>
<b>Financing</b>					
Provincial grants	(24,385,000)	(27,518,200)	(29,809,000)	(2,290,800)	8.3%
Other revenue	(40,200)	-	-	-	n/a
From client benefits reserve fund	(171,800)	(127,300)	(104,300)	23,000	-18.1%
From CSRP reserve fund	-	(83,800)	(118,100)	(34,300)	40.9%
To office building reserve fund	123,800	66,700	77,000	10,300	15.4%
<b>Total Financing</b>	<b>(24,473,200)</b>	<b>(27,662,600)</b>	<b>(29,954,400)</b>	<b>(2,291,800)</b>	<b>8.3%</b>
<b>Net Cost to be Levied</b>	<b>6,892,200</b>	<b>6,617,400</b>	<b>6,194,100</b>	<b>(423,300)</b>	<b>-6.4%</b>

**Ontario Works Client Allowances and Benefits**

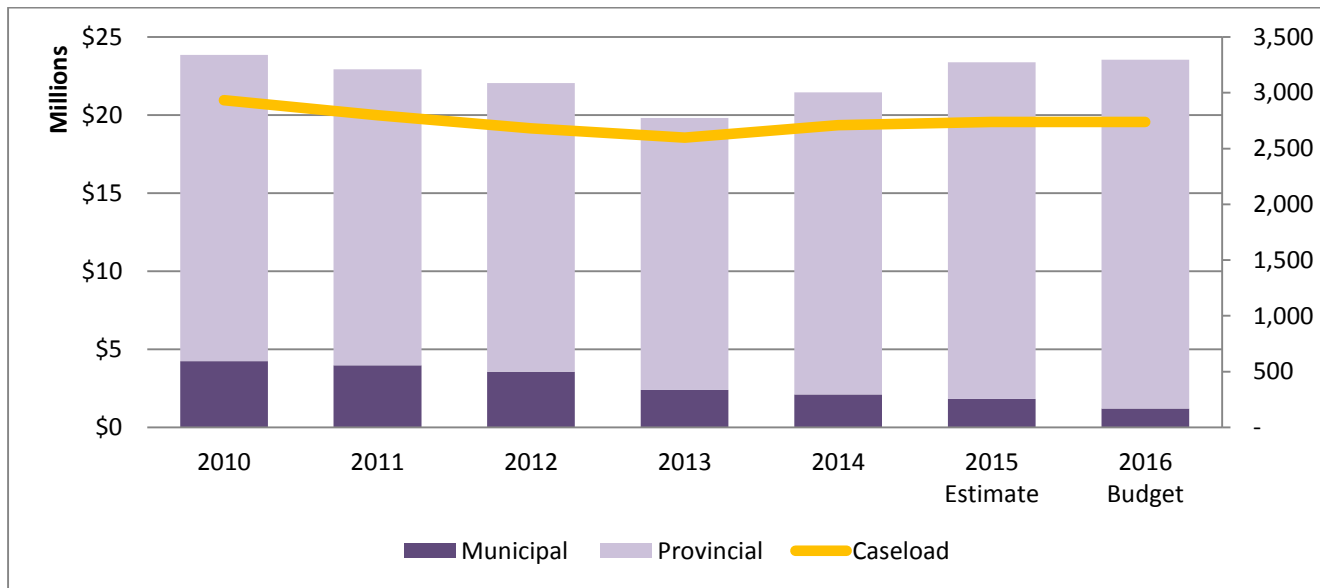
The Province has committed to uploading the cost of financial and employment assistance, gradually eliminating the Municipal share by 2018. The Municipal share in 2016 will decrease from 8.6% to 5.8% which equates to savings of \$636,900 however these Municipal savings are offset by an increase in financial assistance to clients experienced in 2015 and increases in certain financial entitlements for 2016 announced by the Province in its 2015 Budget.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Basic allowance and shelter net of recoveries	19,154,000	21,761,500	<b>23,461,500</b>	1,700,000	7.8%
Start-up benefits	212,900	49,100	<b>165,900</b>	116,800	237.9%
Health-related benefits	471,700	540,000	<b>564,100</b>	24,100	4.5%
Mandatory special necessities	329,300	285,100	<b>265,500</b>	(19,600)	-6.9%
Special assistance	1,002,700	784,100	<b>962,400</b>	178,300	22.7%
Transitional child benefit	232,200	232,000	<b>265,500</b>	33,500	14.4%
<b>Total Expenditures</b>	<b>21,402,800</b>	<b>23,651,800</b>	<b>25,684,900</b>	<b>2,033,100</b>	<b>8.6%</b>
<b>Client Revenue &amp; Recovery</b>					
Income revenue	(1,311,200)	(1,184,400)	<b>(1,281,400)</b>	(97,000)	8.2%
Repayments & reimbursements	(570,100)	(509,800)	<b>(591,400)</b>	(81,600)	16.0%
<b>Total Client Revenue &amp; Recovery</b>	<b>(1,881,300)</b>	<b>(1,694,200)</b>	<b>(1,872,800)</b>	<b>(178,600)</b>	<b>10.5%</b>
<b>Gross Cost For Cost Sharing</b>	<b>19,521,500</b>	<b>21,957,600</b>	<b>23,812,100</b>	<b>1,854,500</b>	<b>8.4%</b>
<b>Financing</b>					
Provincial grants	(17,403,300)	(20,162,900)	<b>(22,492,700)</b>	(2,329,800)	11.6%
From OW client benefits reserve fund	(171,800)	(127,300)	<b>(104,300)</b>	23,000	-18.1%
<b>Net Cost to be Levied</b>	<b>1,946,400</b>	<b>1,667,400</b>	<b>1,215,100</b>	<b>(452,300)</b>	<b>-27.1%</b>



With the implementation of the Province’s SAMS, and the current state of implementation, the OW caseload reporting is currently unreliable. Administration has reconciled the financial assistance provided to OW clients each month and establish an estimated caseload. These two components allow Administration to reasonably predict the total annual financial assistance budget.

It is anticipated that the 2016 caseload will remain consistent with the 2015 actual caseload levels. The 2015 Provincial budget increased 2016 social assistance rates for singles by \$25 per month (3%) and for families by 1%. Factoring these approved provincial adjustments into the 2016 budget will increase gross costs by \$255,000 (\$14,000 net).



Since the Municipal share of OW financial assistance is expected to be fully uploaded by 2018, the Board has approved a strategy to gradually utilize the OW Benefits Reserve Fund to reduce the Municipal share until costs are fully uploaded. In 2016, \$104,300 will be used to directly offset the Municipal levy.

**Community Social Reinvestment Program**

Through the Community Social Reinvestment Program (CSRП), TBDSSAB provides community agencies with funds to support programs for children and families with a focus on nutrition, recreation, and reduction in child poverty within the District of Thunder Bay. Agencies submit proposals through an application process and are evaluated according to eligibility criteria and funding priorities.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Extraordinary needs	63,300	63,300	<b>152,700</b>	89,400	141.2%
Employment related expenses	43,000	43,000	<b>45,000</b>	2,000	4.7%
Reduce child poverty - nutrition	427,600	427,600	<b>337,800</b>	(89,800)	-21.0%
Reduce child poverty - recreation	56,000	56,000	<b>54,400</b>	(1,600)	-2.9%
Internal administrative expense	65,500	65,500	<b>65,500</b>	-	0.0%
<b>Total Expenditures</b>	<b>655,400</b>	<b>655,400</b>	<b>655,400</b>	-	<b>0.0%</b>
<b>Financing</b>					
From CSRП reserve fund	-	(83,800)	<b>(118,100)</b>	(34,300)	40.9%
<b>Net Cost to be Levied</b>	<b>655,400</b>	<b>571,600</b>	<b>537,300</b>	<b>(34,300)</b>	<b>-6.0%</b>

**Ontario Works Program Delivery and Employment Assistance Services**

The OW Program Delivery and Employment Assistance Services (EAS) budget is based on a caseload-driven Provincial funding model. A review of current programming and the employment landscape in the District of Thunder Bay was conducted in 2015. In 2016 TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused employment-related services to our clients. This will be combined with a focus on employers and reviewing employers' responsibilities and TBDSSAB programming so they complement each other ensuring successful placements. Also included in the planning is enhanced pre and post placement case management supports.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	4,736,800	4,602,200	<b>4,634,200</b>	32,000	0.7%
Materials and services	301,800	360,900	<b>370,400</b>	9,500	2.6%
Rents and financial expenses	81,900	83,400	<b>81,300</b>	(2,100)	-2.5%
External transfers - persons	1,331,700	1,522,600	<b>1,396,200</b>	(126,400)	-8.3%
Internal administrative expense	3,545,500	3,836,300	<b>3,962,200</b>	125,900	3.3%
Imputed rent recovery	871,500	911,900	<b>930,300</b>	18,400	2.0%
<b>Total Expenditures</b>	<b>10,869,200</b>	<b>11,317,300</b>	<b>11,374,600</b>	<b>57,300</b>	<b>0.5%</b>
<b>Recoveries</b>					
From CSRP	(65,500)	(65,500)	<b>(65,500)</b>	-	0.0%
From homelessness programs	(98,100)	(165,200)	<b>(172,900)</b>	(7,700)	4.7%
Other revenues and recoveries	(224,400)	(129,600)	<b>(164,300)</b>	(34,700)	26.8%
<b>Total Expenditures Less Recoveries</b>	<b>10,481,200</b>	<b>10,957,000</b>	<b>10,971,900</b>	<b>14,900</b>	<b>0.1%</b>
<b>Revenues</b>					
Homemaking (City of Thunder Bay)	(40,200)	-	-	-	n/a
<b>Financing</b>					
Provincial grants	(6,322,900)	(6,683,000)	<b>(6,630,600)</b>	52,400	-0.8%
To office building reserve fund	120,400	64,900	<b>74,900</b>	10,000	15.4%
<b>Net Cost to be Levied</b>	<b>4,238,500</b>	<b>4,338,900</b>	<b>4,416,200</b>	<b>77,300</b>	<b>1.8%</b>

**Addiction Service Initiative**

Addictions and related issues continue to be a significant barrier to employment for many OW clients. The Addiction Service Initiative (ASI) Budget for 2016 is largely the same as the prior year as the Provincial Planning Allocation has not changed since being reduced from \$1,125,000 to \$713,600 in 2011. A portion of the ASI budget is subject to Provincial cost uploading, therefore the net cost to be levied is \$14,000 lower than the previous year.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	219,600	224,100	<b>220,100</b>	(4,000)	-1.8%
Materials and services	244,000	241,900	<b>244,800</b>	2,900	1.2%
External transfers - persons	169,600	170,200	<b>171,700</b>	1,500	0.9%
Internal administrative expense	55,700	52,400	<b>51,500</b>	(900)	-1.7%
Imputed rent recovery	24,700	25,000	<b>25,500</b>	500	2.0%
<b>Total Expenditures</b>	<b>713,600</b>	<b>713,600</b>	<b>713,600</b>	-	<b>0.0%</b>
<b>Recoveries</b>					
Other revenues and recoveries	(6,300)	(3,600)	<b>(4,500)</b>	(900)	25.0%
<b>Total Expenditures Less Recoveries</b>	<b>707,300</b>	<b>710,000</b>	<b>709,100</b>	<b>(900)</b>	<b>-0.1%</b>
<b>Financing</b>					
Provincial grants	(658,800)	(672,300)	<b>(685,700)</b>	(13,400)	2.0%
To office building reserve fund	3,400	1,800	<b>2,100</b>	300	16.7%
<b>Net Cost to be Levied</b>	<b>51,900</b>	<b>39,500</b>	<b>25,500</b>	<b>(14,000)</b>	<b>-35.4%</b>

Client Services Division - Child Care Programs

TBDSSAB, through the Client Services Division, is the service system manager for child care services in the District of Thunder Bay, and administers child care programs to create a comprehensive, consistent, quality-driven system to support children and families. The Child Care budget for 2016 totals \$14.1 million and represents a 2.2% increase in expenditures to be supported for child care programming.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Fee subsidy (Regular, OW Formal and Extended Day)	5,346,800	5,221,400	5,026,400	(195,000)	-3.7%
Ontario Works child care informal	60,000	40,000	40,000	-	0.0%
Special needs resourcing	1,543,600	1,543,600	1,590,600	47,000	3.0%
General operating	3,372,000	3,155,100	3,200,600	45,500	1.4%
Rural capacity planning	-	-	250,000	250,000	n/a
General operating supplement	-	-	726,000	726,000	n/a
Resource centres	928,100	848,100	848,100	-	0.0%
Wage enhancement	-	624,700	450,000	(174,700)	-28.0%
Utilization	-	-	500,000	500,000	n/a
Service system capacity planning	-	876,100	-	(876,100)	-100.0%
Other	399,200	377,800	377,800	-	0.0%
Administration	1,108,800	1,163,500	1,144,700	(18,800)	-1.6%
<b>Total Expenditures</b>	<b>12,758,500</b>	<b>13,850,300</b>	<b>14,154,200</b>	<b>303,900</b>	<b>2.2%</b>
<b>Financing</b>					
Provincial grants	(10,033,700)	(11,927,600)	(11,733,600)	194,000	-1.6%
Provincial grants (mitigation)	(654,900)	-	(500,000)	(500,000)	n/a
To office building reserve fund	10,200	5,300	6,200	900	17.0%
<b>Total Financing</b>	<b>(10,678,400)</b>	<b>(11,922,300)</b>	<b>(12,227,400)</b>	<b>(305,100)</b>	<b>2.6%</b>
<b>Net Cost to be Levied</b>	<b>2,080,100</b>	<b>1,928,000</b>	<b>1,926,800</b>	<b>(1,200)</b>	<b>-0.1%</b>

TBDSSAB is developing a long-term child care plan which will guide future decision making and assist Administration in exploring opportunities to examine the overall child care system and seek efficiencies and areas for improvement. The 2016 Budget was prepared assuming 2015 Provincial funding levels will continue. The three priority areas within the child care budget include:

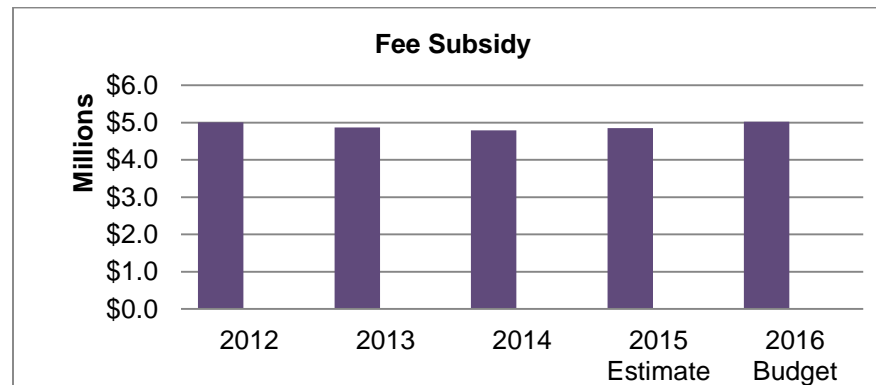
**Fee Subsidy**

Fee Subsidy is income-tested financial assistance provided towards the cost of child care for parents or legal guardians of children between 0 and 12 years. TBDSSAB provides funding to child care centres to cover the difference between what the client can pay based on their income and the lower of the TBDSSAB established rate or the child care centre’s rate.

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

- Each child care centre’s rates
- Ages of children
- Parent/guardian income
- Attendance of eligible children at each centre

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



### **Special Needs Resources**

In 2015, Children's Centre Thunder Bay (CCTB) successfully transitioned into the role of third party administrator for Special Needs Resources. Through this partnership, children with special needs will receive co-ordinated, high-quality child care services. In particular, Resource Teachers are deployed to child care centers within the District according to need, and enhanced program supports are provided to meet the needs of individualized children. Resource Teachers receive mentorship from a supervisor with a background in Early Childhood Inclusive Practices within a team approach.

### **General Operating**

In 2016, TBDSSAB will begin transitioning from funding child care centres on licensed capacity to a utilization-based funding model.

The General Operating funding component is a points-based model which equitably distributes available funds based on each centre's relative share of spaces and the age of the children in those spaces. In 2016, 75% of the allocated points will be based on licensed spaces and 25% will be based on actual utilization. This calculation will gradually shift from using licensed spaces to operating spaces over the next few years. Based on approved child care priorities, the General Operating budget amount is the remaining allocation, once the Fee Subsidy (1<sup>st</sup> priority) and Special Needs Resourcing (2<sup>nd</sup> priority) budgets have been determined.

Acknowledging the challenges and costs associated with operating child care centers in rural and remote areas, a provision for an operating supplement and rural factor will be considered in the allocation of funding.

**Child Care Administration**

As the service system manager, TBDSSAB ensures quality administration of the child care program through appropriate Child Care Administration expenses. The costs have not changed significantly in 2016 from 2015 levels.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	474,700	492,400	<b>502,100</b>	9,700	2.0%
Materials	49,100	54,400	<b>48,700</b>	(5,700)	-10.5%
Contracted services	2,000	2,000	<b>3,000</b>	1,000	50.0%
Internal administrative expense	563,200	550,400	<b>527,900</b>	(22,500)	-4.1%
Imputed rent recovery	73,800	75,000	<b>76,500</b>	1,500	2.0%
<b>Total Expenditures</b>	<b>1,162,800</b>	<b>1,174,200</b>	<b>1,158,200</b>	<b>(16,000)</b>	<b>-1.4%</b>
<b>Recoveries</b>					
Recovery from child care programs	(35,000)	-	-	-	n/a
Other revenues and recoveries	(19,000)	(10,700)	<b>(13,500)</b>	(2,800)	26.2%
<b>Total Expenditures Less Recoveries</b>	<b>1,108,800</b>	<b>1,163,500</b>	<b>1,144,700</b>	<b>(18,800)</b>	<b>-1.6%</b>
<b>Financing</b>					
Provincial grants	(333,900)	(815,400)	<b>(796,600)</b>	18,800	-2.3%
Provincial grants (mitigation)	(293,500)	-	-	-	n/a
To office building reserve fund	10,200	5,300	<b>6,200</b>	900	17.0%
<b>Net Cost to be Levied</b>	<b>491,600</b>	<b>353,400</b>	<b>354,300</b>	<b>900</b>	<b>0.3%</b>



## Housing Services Division

The Housing Services Division is responsible for the various housing programs and services to residents in the District of Thunder Bay, including Social and Affordable Housing Programs and Homelessness Prevention Programs in collaboration with community partners. The Housing Services Division also operates and maintains 2,505 direct-owned housing units in the District of Thunder Bay. An additional 16 units will come on-line in 2016 as construction of two 8-Plex buildings will be completed.

### Strategic Plan Deliverables

- Promote green, environmentally friendly housing, including implementing energy saving initiatives and identifying opportunities for establishing healthier living environments. Continue to explore opportunities to enhance building and property beautification and ‘greening’.
- Develop a strategy for “Barrier-Free, Flexible Housing and Programs”. This include options for redeveloping units to make them more accessible, and seeking opportunities for the modification of existing housing units.
- Align and enhance performance measurement systems to the goals of the organization. This includes establishing measures of performance in the delivery of Division objectives, and making decisions based on the evidence realized from review of these measures.

### Key Divisional Goals and Objectives

The key divisional goal is to effectively address the provision of social and affordable housing through direct-owned properties and relationships with housing providers. Housing Services ensures that a range of quality homes and services are available for people in housing need and with low to moderate incomes. The Division will continue to work with tenants to ensure a high quality of life experience while meeting program responsibilities as identified through legislation.

#### HOUSING PROGRAMS OBJECTIVES

- Continue to expand affordable housing options through the exploration of opportunities with private landlords.
- Develop strategies for continued opportunities with non-profit housing providers.
- Provide programs and incentives to help people maintain existing housing or to become housed.
- Operational review of Community Homelessness Prevention Initiative (CHPI) funded agencies, to ensure appropriate results are being achieved, including the most effective use of financial resources. Outcomes will assist in directing future funding and establishing new outcomes, in order to meet the goals and objectives of the 10 year Housing and Homelessness Plan.

## PROPERTY MANAGEMENT OBJECTIVES

- Maintain community gardens at existing properties, and plan for new projects to be initiated with tenant support. Enhance property beautification, with the goal to provide stronger community support and 'ownership'.
- Identify properties where modification would assist tenants in maintaining quality of life and independence.

## FACILITIES OBJECTIVES

- Implement major energy reduction initiatives, including new electric heat modulation systems, to reduce overall electricity consumption and reduce both operating costs and environmental impact.
- Install energy efficient lighting at housing properties, to reduce energy consumption, reduce maintenance and to enhance security and safety.
- Build new barrier-free units in 8-plex developments.
- Identify metrics within the maintenance program and establish tracking processes to collect relevant data. This data will be used to identify opportunities for efficiencies and enhanced maintenance practices.

**Major Initiatives Planned for 2016**

## HOUSING PROGRAMS

- Development of end of operating agreement strategies, including opportunities for extension of existing partnerships.

- Implementation of the 2016 Investment in Affordable Housing plan for the development of new rental units.

## PROPERTY MANAGEMENT

- Maintain existing and explore new opportunities for partnerships with community agencies to enhance the life experiences of tenants.
- Establish new and updated resources for tenants, including a new Tenant Guidebook.

## FACILITIES

- Complete capital improvements and renovations in excess of \$4 million, to ensure the properties are maintained according to best practices and recommendations as outlined in the 2014 Building Condition Assessments.
- Completion of the new Investment in Affordable Housing rental units, providing 16 new units aimed at non-senior single housing applicants. This initiative will also include looking at support agency linkages to assist in housing traditionally 'hard-to-house' individuals, thus reducing the impact on emergency shelters.
- Further TBDSSAB property review and recommendations on redevelopment and/or elimination of properties.
- Continue to explore energy efficiency opportunities, and seek out energy rebate incentives.

## Housing Programs

In 2014 the Board approved Under One Roof: A Housing and Homelessness Plan. This is a 10 year strategy, outlining the priorities for TBDSSAB to ensure the provision of optimal service while meeting program responsibilities as identified through the *Housing Services Act, 2011*. During 2015, Administration received Ministerial consent to transfer the assets and liabilities of the Thunder Bay District Housing Corporation (TBDHC) to the TBDSSAB with an effective date of January 1, 2016. The total budget for Housing Services is provided in the following table:

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Social housing	6,006,376	6,169,400	6,182,400	13,000	0.2%
Urban native housing program	2,189,237	2,188,300	2,087,900	(100,400)	-4.6%
Rent supplement	4,404,740	4,737,200	5,046,500	309,300	6.5%
Investment in Affordable Housing	3,256,600	2,621,000	2,851,600	230,600	8.8%
Homelessness prevention	2,216,700	2,481,300	2,703,600	222,300	9.0%
Direct-owned housing & administration	19,875,800	20,127,900	20,463,400	335,500	1.7%
<b>Total Expenditures</b>	<b>37,949,453</b>	<b>38,325,100</b>	<b>39,335,400</b>	<b>1,010,300</b>	<b>2.6%</b>
<b>Financing</b>					
Rents and other	(10,763,900)	(10,778,900)	(10,849,800)	(70,900)	0.7%
Block funding	(8,580,300)	(8,730,500)	(8,880,200)	(149,700)	1.7%
Provincial grants	(5,910,500)	(5,284,100)	(5,992,400)	(708,300)	13.4%
Recovery from TBDHC	(95,400)	(52,000)	-	52,000	-100.0%
From social housing reserve fund	-	(315,700)	-	315,700	-100.0%
To office building reserve fund	35,600	16,800	19,600	2,800	16.7%
To capital reserve funds	2,193,000	2,258,800	2,342,500	83,700	3.7%
From unrestricted surplus	(266,600)	-	-	-	n/a
<b>Total Financing</b>	<b>(23,388,100)</b>	<b>(22,885,600)</b>	<b>(23,360,300)</b>	<b>(474,700)</b>	<b>2.1%</b>
<b>Net Cost to be Levied</b>	<b>14,561,353</b>	<b>15,439,500</b>	<b>15,975,100</b>	<b>535,600</b>	<b>3.5%</b>

### **Social Housing Providers**

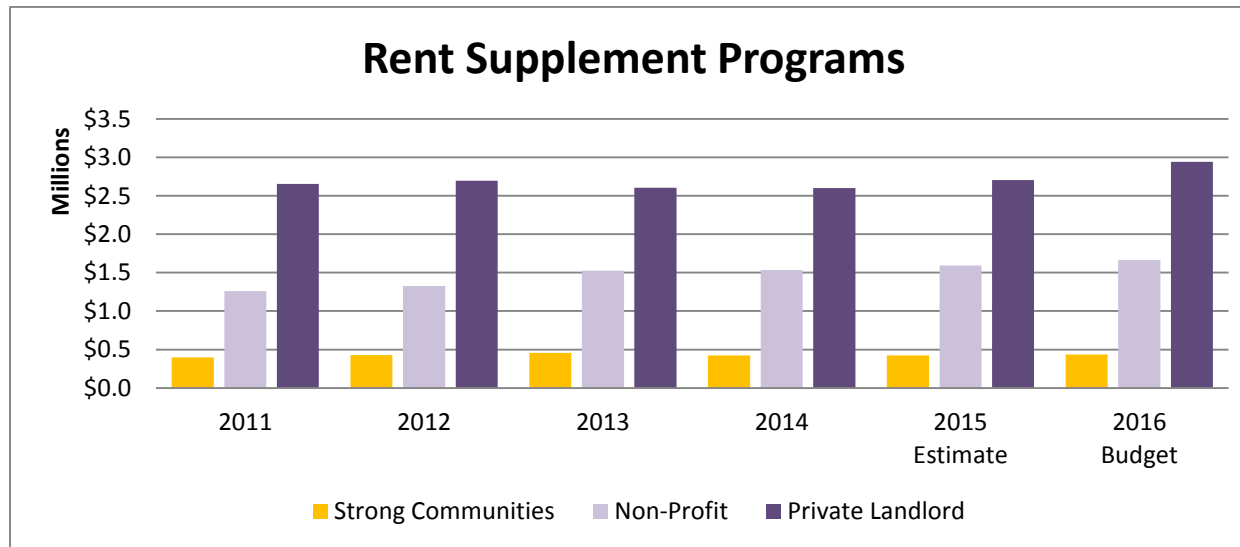
The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the operating budgets for Social Housing Providers. The benchmark cost indices are based on the prior year's Ontario Consumer Price Index and sub-indices. The 2016 MMAH cost indices result in an increase to social housing providers of \$118,500. The estimated increase in Municipal property taxes, which are funded based on actual cost, is \$70,700. These increases are offset by decreases in mortgages renewing at more favourable terms. The total 2016 budget related to Social Housing providers is \$6,182,400, an increase of 0.2% over the 2015 budget of \$6,169,400.

### **Urban Native Housing**

The Urban Native Housing program budget for 2016 totals \$2,087,900 (2015 - \$2,188,300) includes two housing providers: Geraldton Native Housing Corporation and Native People of Thunder Bay Development Corporation (NPTBDC). These budgets are developed based on the housing provider budget submissions, historical trends and management estimates. Although the overall budget is lower in 2016, there are increases in operating budget lines including Administration, Maintenance, Property Taxes, and Utilities. During 2016, two out of the remaining 177 NPTBDC mortgages will be paid out in full (31 were paid out at various times between 2014 and 2015). In accordance with the terms of the Operating Agreements, the TBDSSAB will no longer subsidize these units once the mortgages have been paid out. The resulting decrease in overall funding offsets the operating budget line increases discussed above.

**Rent Supplement**

The 2016 rent supplement budget which totals \$5,046,500 in 2016 (2015 - \$4,737,200) includes 806 private landlord, non-profit and Strong Communities rent supplement units. The increase in the 2016 Budget is due mainly to the private landlord rent supplement program which is \$228,100 higher than the previous year due to higher net take-up of units during 2015 and the addition of 16 units for the two new 8-plexes which will be ready for occupancy early in 2016.



**Investment in Affordable Housing**

In 2014 the Province announced an extension to the 100% provincially funded Investment in Affordable Housing (IAH) program from 2014-2020. The IAH program which totals \$2,851,600 in 2016 (2015 – \$2,621,000) will be focused on the development of an enhanced Housing Allowance Program that will work to remove individuals and families from the Social Housing waitlist. In addition, an Expression of Interest will be published to elicit ideas for building new affordable housing units in the District of Thunder Bay, with \$2.1M allocated for this initiative.

**Community Homelessness Prevention Initiative**

In 2015 MMAH confirmed enhanced funding for this 100% provincially funded program under Community Homelessness Prevention Initiative (CHPI) totaling \$2.7 million per year. CHPI funding is used to support the City of Thunder Bay's emergency shelters and other programs designed to prevent homelessness and to assist moving individuals along the housing continuum. In 2016 each Emergency Shelter will be provided with one-time funding in the amount of \$76,100 for specific program deliverables.

<b>Description</b>	<b>2014 Budget</b>	<b>2015 Budget</b>	<b>2016 Budget</b>	<b>% Change</b>
<b>Expenditures</b>				
Internal administrative expense	98,100	248,100	<b>270,400</b>	9.0%
Services and supports				
Lutheran Community Care Centre	78,000	85,800	<b>85,800</b>	0.0%
Salvation Army Habitat	192,200	211,400	<b>211,400</b>	0.0%
Canadian Mental Health Association	64,600	71,100	<b>71,100</b>	0.0%
Shelter House - SOS	-	50,000	<b>50,000</b>	0.0%
Tenant Support	-	-	<b>108,100</b>	n/a
Emergency Shelters:				
Salvation Army	253,100	294,700	<b>370,800</b>	25.8%
Shelter House	682,900	734,900	<b>811,000</b>	10.4%
Housing Allowance	-	206,800	<b>225,000</b>	8.8%
Housing Security Fund	847,800	578,500	<b>500,000</b>	-13.6%
<b>Total Expenditures</b>	<b>2,216,700</b>	<b>2,481,300</b>	<b>2,703,600</b>	<b>9.0%</b>
<b>Financing</b>				
Provincial grants	(2,216,700)	(2,481,300)	<b>(2,703,600)</b>	9.0%
<b>Net Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

**Direct-Owned Housing Operations and Housing Programs Administration**

Direct-owned housing operations and administration includes costs related to the administration of the various housing programs as well as the costs associated with operating the direct-owned properties.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	3,915,500	4,022,600	<b>3,982,700</b>	(39,900)	-1.0%
Interest on long-term debt	1,328,200	1,152,500	<b>996,000</b>	(156,500)	-13.6%
Materials	11,464,700	12,162,800	<b>12,805,200</b>	642,400	5.3%
Contracted services	77,200	44,000	<b>96,500</b>	52,500	119.3%
Rents and financial expenses	78,400	77,000	<b>77,500</b>	500	0.6%
Repayment of long-term debt	2,244,600	2,395,200	<b>2,502,400</b>	107,200	4.5%
Internal administrative expense	1,650,800	1,334,000	<b>1,286,500</b>	(47,500)	-3.6%
Imputed rent recovery	254,500	237,400	<b>242,200</b>	4,800	2.0%
<b>Total Expenditures</b>	<b>21,013,900</b>	<b>21,425,500</b>	<b>21,989,000</b>	<b>563,500</b>	<b>2.6%</b>
<b>Recoveries</b>					
From housing and homelessness programs	(100,900)	(184,400)	<b>(282,400)</b>	(98,000)	53.1%
From rent supplement program	(919,500)	(933,900)	<b>(1,054,900)</b>	(121,000)	13.0%
Other revenues and recoveries	(117,700)	(179,300)	<b>(188,300)</b>	(9,000)	5.0%
<b>Total Expenditures Less Recoveries</b>	<b>19,875,800</b>	<b>20,127,900</b>	<b>20,463,400</b>	<b>335,500</b>	<b>1.7%</b>
<b>Revenues</b>					
RGI rent	(9,488,400)	(9,514,100)	<b>(9,582,700)</b>	(68,600)	0.7%
Market rent	(889,700)	(924,100)	<b>(923,400)</b>	700	-0.1%
Recovery from TBDHC	(95,400)	(52,000)	-	52,000	-100.0%
Commercial rent and other revenue	(179,300)	(188,300)	<b>(191,300)</b>	(3,000)	1.6%
Interest revenue - unrestricted	(54,100)	-	-	-	n/a
Revenue generating projects	(152,400)	(152,400)	<b>(152,400)</b>	-	0.0%
<b>Total Revenues</b>	<b>(10,859,300)</b>	<b>(10,830,900)</b>	<b>(10,849,800)</b>	<b>(18,900)</b>	<b>0.2%</b>
<b>Financing</b>					
To office building reserve fund	35,600	16,800	<b>19,600</b>	2,800	16.7%
To capital reserve funds	2,193,000	2,258,800	<b>2,342,500</b>	83,700	3.7%
From unrestricted surplus	(266,600)	-	-	-	n/a
<b>Net Cost</b>	<b>10,978,500</b>	<b>11,572,600</b>	<b>11,975,700</b>	<b>319,400</b>	<b>3.5%</b>

The Materials line in the Direct-owned housing and administration budget includes cost associated with maintaining and operating the owned properties, insurance, utilities, and municipal property taxes. A detailed breakdown of these amounts is provided below.

Description	2014 Budget (\$)	2015 Budget (\$)	2016 Budget (\$)	2015 to 2016 Change (\$)	Change (%)
<b>Materials</b>					
Repairs and maintenance	1,136,200	1,324,300	<b>1,255,900</b>	(68,400)	-5.2%
Operating services	1,392,700	1,161,600	<b>1,251,000</b>	89,400	7.7%
Insurance	432,700	485,000	<b>495,800</b>	10,800	2.2%
Gas	793,800	802,000	<b>729,500</b>	(72,500)	-9.0%
Electricity	1,773,300	2,018,900	<b>2,241,300</b>	222,400	11.0%
Water	822,400	1,104,300	<b>1,284,200</b>	179,900	16.3%
Municipal taxes	4,810,300	4,936,300	<b>5,180,500</b>	244,200	4.9%
Other	303,300	330,400	<b>367,000</b>	36,600	11.1%
<b>Total Materials</b>	11,464,700	12,162,800	<b>12,805,200</b>	642,400	<b>5.3%</b>



**2016 Direct-Owned Housing Portfolio Capital Budget Overview**

For 2016, the direct-owned housing portfolio capital projects planned will have a primary focus on energy efficiency. Projects include the installation of high efficiency furnaces and water heaters, multi-staged make-up air units, new energy-efficient appliances and electric heat modulation systems. This focus is consistent with the strategic goal of providing green and environmentally friendly housing. The results will be reduced operating costs and greater tenant comfort. Additionally, projects have been identified and prioritized through the use of the building condition assessments, to maintain a long-term vision for capital improvement and revitalization.

	2015 Budget	2016 Budget	Forecast				
			2017	2018	2019	2020	2021
Public Housing (1,547 units)	3,473,900	2,316,500	1,940,500	1,827,000	1,035,000	1,054,150	1,701,400
Provincial Reformed (461 units)	645,200	934,000	628,200	545,500	490,000	1,826,250	1,558,900
Pre-86 (224 units)	879,700	451,000	147,000	348,000	1,275,800	296,000	503,700
Sequoia Park (52 units)	146,300	235,000	-	20,000	189,000	189,000	20,000
Andras Court (221 units)	284,000	113,000	1,350,000	1,430,000	1,210,000	1,010,000	685,000
8-Plex (16 units)	-	16,000	-	-	-	-	-
<b>TOTAL (2,521 units)</b>	<b>\$5,429,100</b>	<b>\$ 4,065,500</b>	<b>\$4,065,700</b>	<b>\$4,170,500</b>	<b>\$4,199,800</b>	<b>\$ 4,375,400</b>	<b>\$4,469,000</b>

A further breakdown of the 2016 planned capital projects by building component is provided below:

<b>Capital Expenditure by Building Component</b>	<b>2016 Budget</b>
Roofing	275,000
Windows and Doors	174,000
Sitework	536,000
Elevators	40,000
Flooring	215,000
Electrical	657,500
Mechanical	519,000
Plumbing	305,500
Painting	148,000
Appliances	333,000
Interior Upgrades	520,000
Exterior Upgrades	282,500
Insurance Deductible	60,000
<b>Total Expenditures</b>	<b>4,065,500</b>