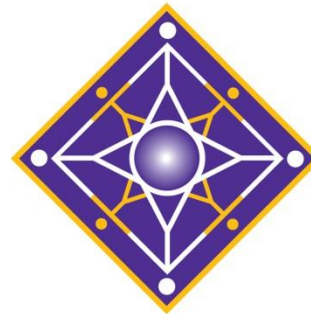


The District of Thunder Bay Social Services Administration Board

2017 Operating and Capital Budget

Approved December 15, 2016



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

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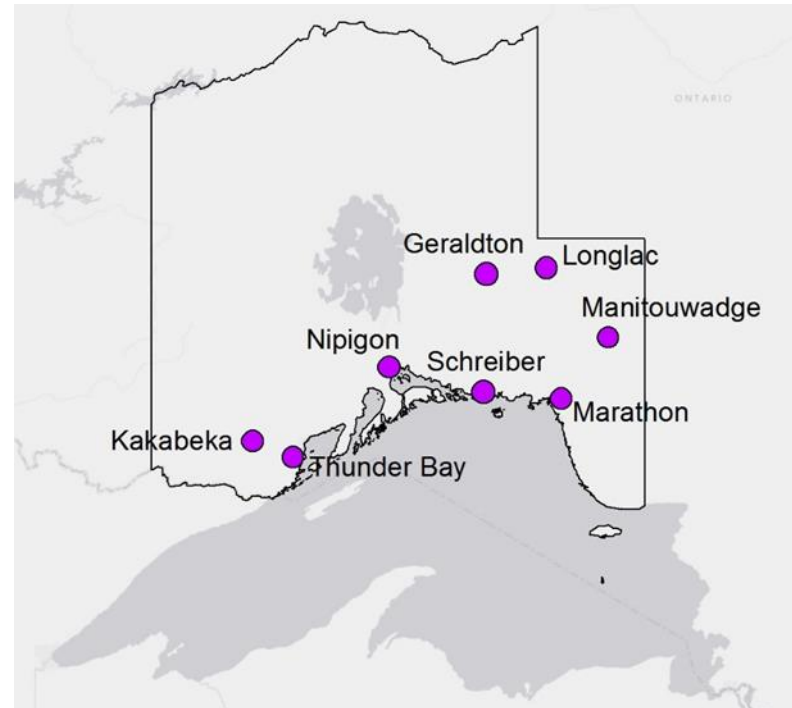
Organization Profile

The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) 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 of Child Care and Early Years programs, Housing programs, delivery of the Ontario Works (OW) program, and the direct operation of 2,521 owned housing units.

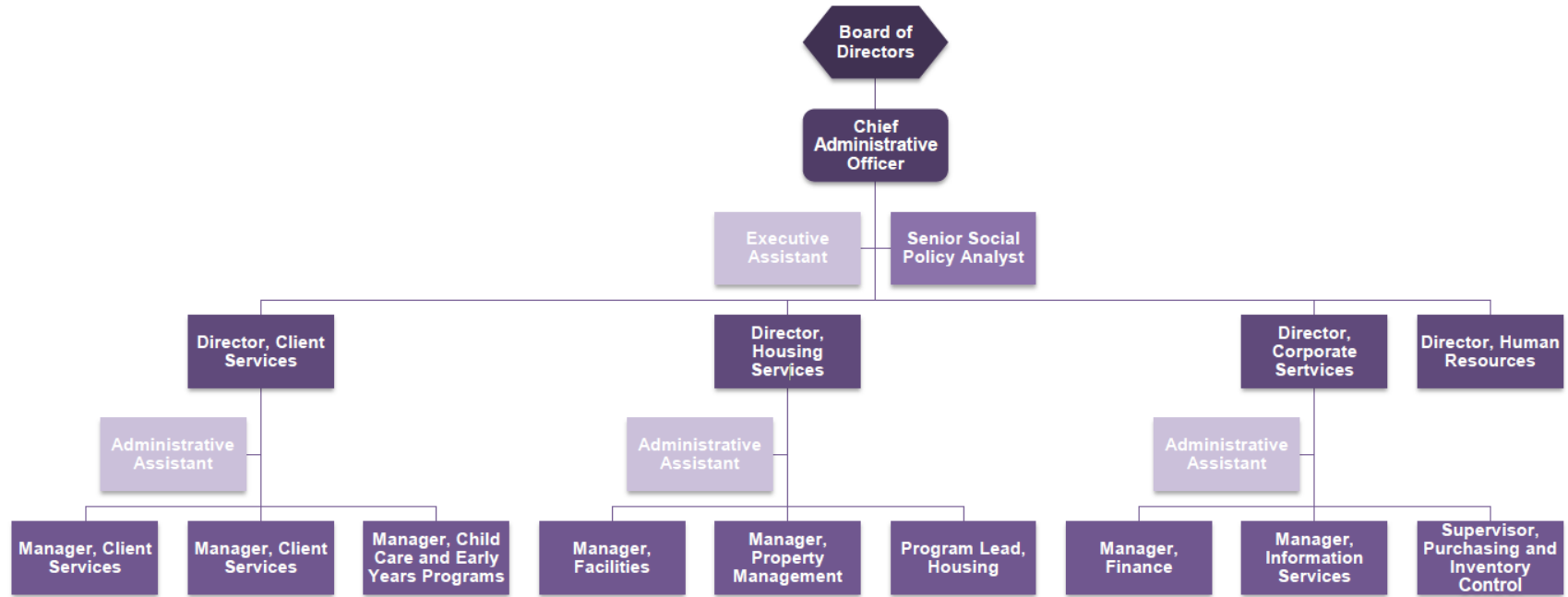
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- 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



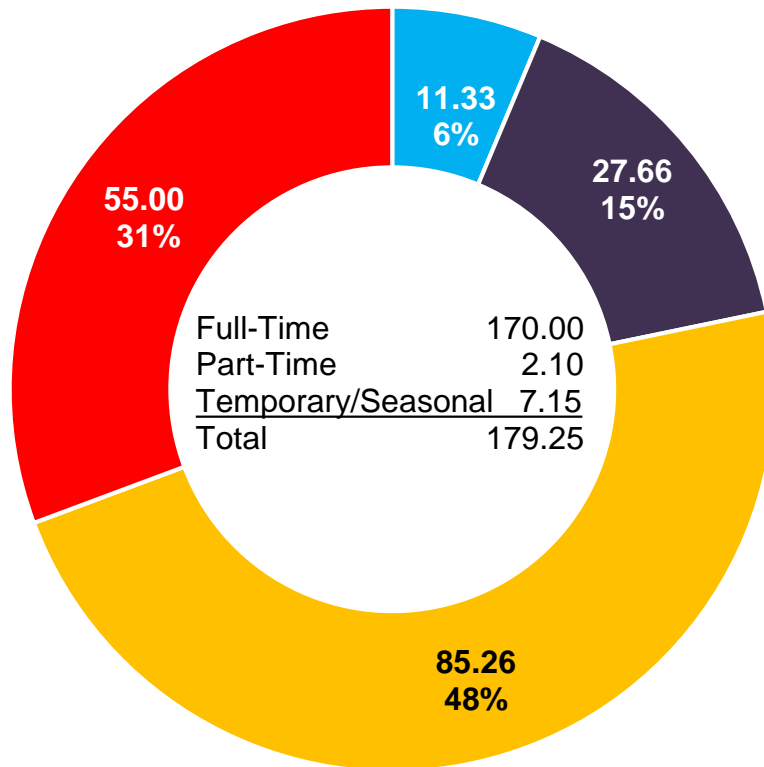
Corporate Organization Structure



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 179.25 Full Time Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement.



Full-Time	170.00
Part-Time	2.10
Temporary/Seasonal	7.15
Total	179.25

- CAO and Human Resources
- Client Services
- Corporate Services
- Housing Services

2016 in-year expansion:
 1.0 FTE Communications and Community Engagement Officer
 1.0 FTE Data and Research Analyst

2017 reduction request:
 1.0 FTE General Accounts Clerk

2016 in-year expansion:
 1.0 FTE Manager, Child Care and Early Years

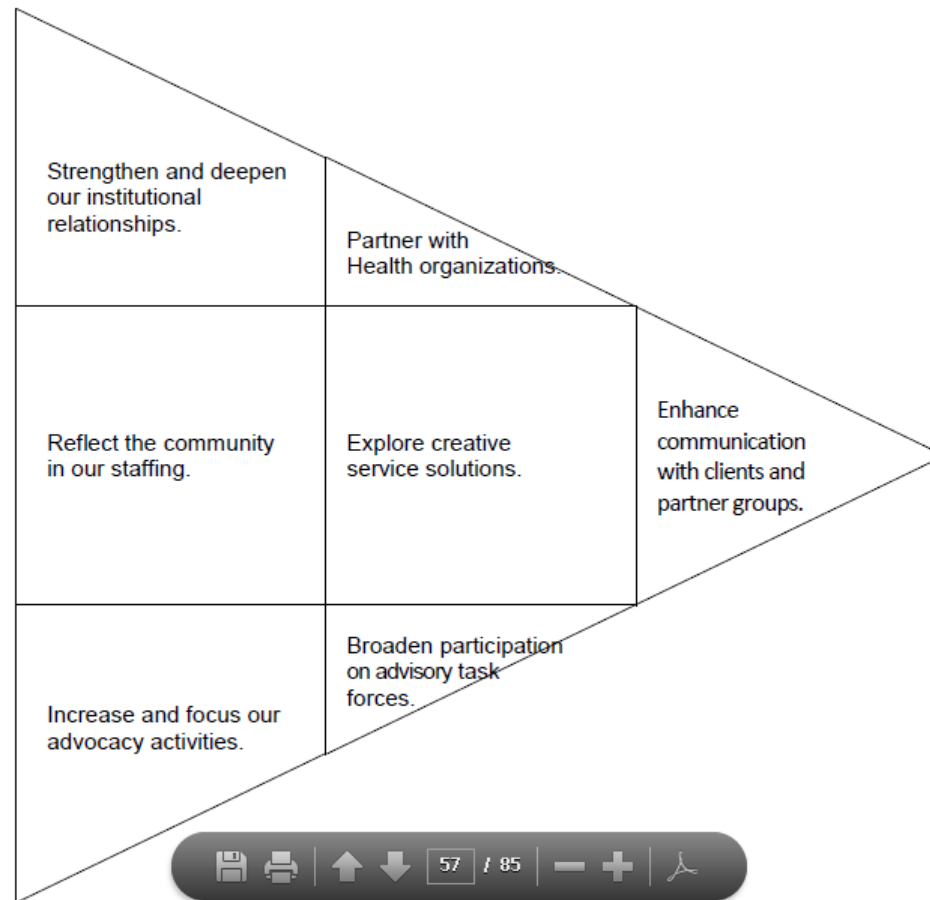
2017 reduction:
 1.0 FTE Supervisor, Client Services
 1.0 FTE Family Support Worker

2017 reclassification request:
 From Program Lead, Child Care
 To Supervisor, Child Care

2016 in-year expansion:
 1.0 FTE Tenant Support Coordinator

Strategic Plan (2017-2020)

The Strategic Plan for the years 2017 through 2020 was developed and adopted by the Board in 2016. 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 programs and services, helping our clients achieve success and fostering a healthy organization. The following diagram illustrates the strategic directions established by the Board:



Budget Introduction

The Board approved Budget Policy CS-02:83 supports the effective planning, analysis, and allocation of the Board's resources, linking broad organizational goals to the annual Budget. Administration has developed operational procedures to guide the budget development and ensure Board resources are allocated and utilized effectively and efficiently. Through the underlying principles of transparency and accountability, Administration analyzes the costs that are required to implement the mandate, 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 in determining the estimates include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual Municipal levy for that year. The gross operating budget for 2017 totals \$99,568,400.

Capital Budget

Administration identifies the potential future costs of major repairs and replacement of building components related to the TBDSSAB direct-owned housing portfolio. These capital expenditures are financed by capital reserve funds. Administration prepares a Capital Budget and Forecast annually for the direct-owned housing portfolio comprising these 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 2017, the capital projects to be financed from capital reserve funds total \$3,604,000.

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 the Board 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 approved direction is incorporated into the budget as appropriate.

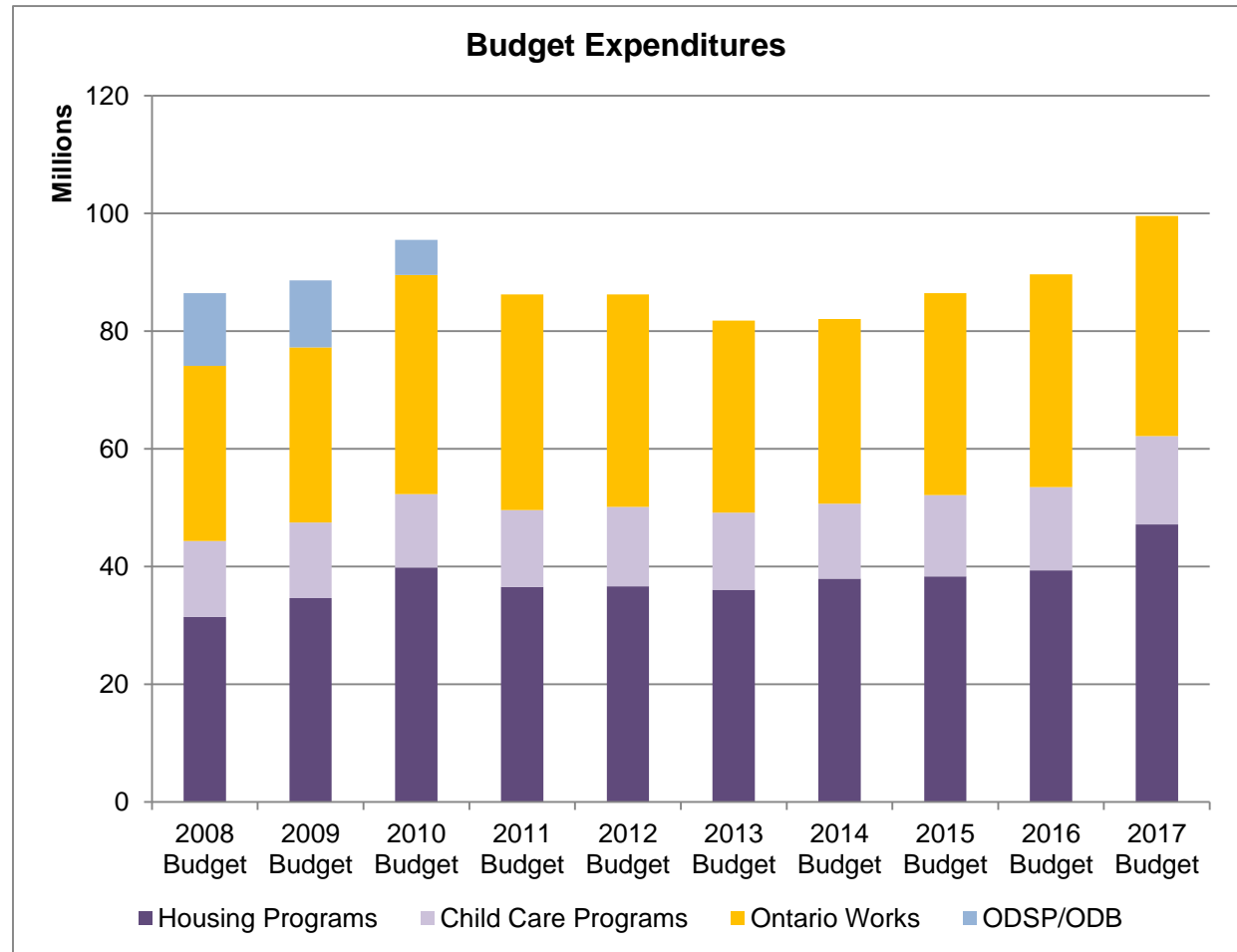
2017 Operating Budget Overview

The Total TBDSSAB Operating Budget of \$99.6 million represents a \$9.9 million increase over the prior year budget of \$89.6 million. This increase is due primarily to increased financial assistance to Ontario Works (OW) clients, and costs associated with providing Social and Affordable Housing in the District of Thunder Bay.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Grants					
Ontario Works	27,518,200	29,809,000	31,769,100	1,960,100	6.6%
Child care	11,927,600	12,233,600	13,101,600	868,000	7.1%
Housing and homelessness	14,014,600	14,872,600	22,192,700	7,320,100	49.2%
Total Grants	53,460,400	56,915,200	67,063,400	10,148,200	17.8%
Interest					
Interest revenue - unrestricted	87,000	84,000	84,000	-	0.0%
Interest revenue - restricted	174,000	200,000	200,000	-	0.0%
Total Interest	261,000	284,000	284,000	-	0.0%
Rents and other revenues	10,830,900	10,849,800	10,921,900	72,100	0.7%
Levy to municipalities and TWOMO	23,897,900	24,012,000	23,510,000	(502,000)	-2.1%
From (to) OW client benefits reserve fund	127,300	104,300	48,600	(55,700)	-53.4%
From (to) CSRP reserve fund	83,800	118,100	118,100	-	0.0%
From (to) employment compensation and benefits reserve fund	-	-	35,000	35,000	n/a
From (to) office building reserve fund	(88,800)	(102,800)	(91,500)	11,300	11.0%
From (to) social housing reserve fund	315,700	-	-	-	n/a
From (to) capital reserve funds	(2,258,800)	(2,342,500)	(2,121,100)	221,400	9.5%
From (to) reserve funds	(174,000)	(200,000)	(200,000)	-	0.0%
Total Financing	86,455,400	89,638,100	99,568,400	9,930,300	11.1%
Expenditures					
Ontario Works	34,280,000	36,148,500	37,387,000	1,238,500	3.4%
Child care programs	13,850,300	14,154,200	15,021,600	867,400	6.1%
Housing and homelessness programs	38,325,100	39,335,400	47,159,800	7,824,400	19.9%
Total Expenditures	86,455,400	89,638,100	99,568,400	9,930,300	11.1%

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

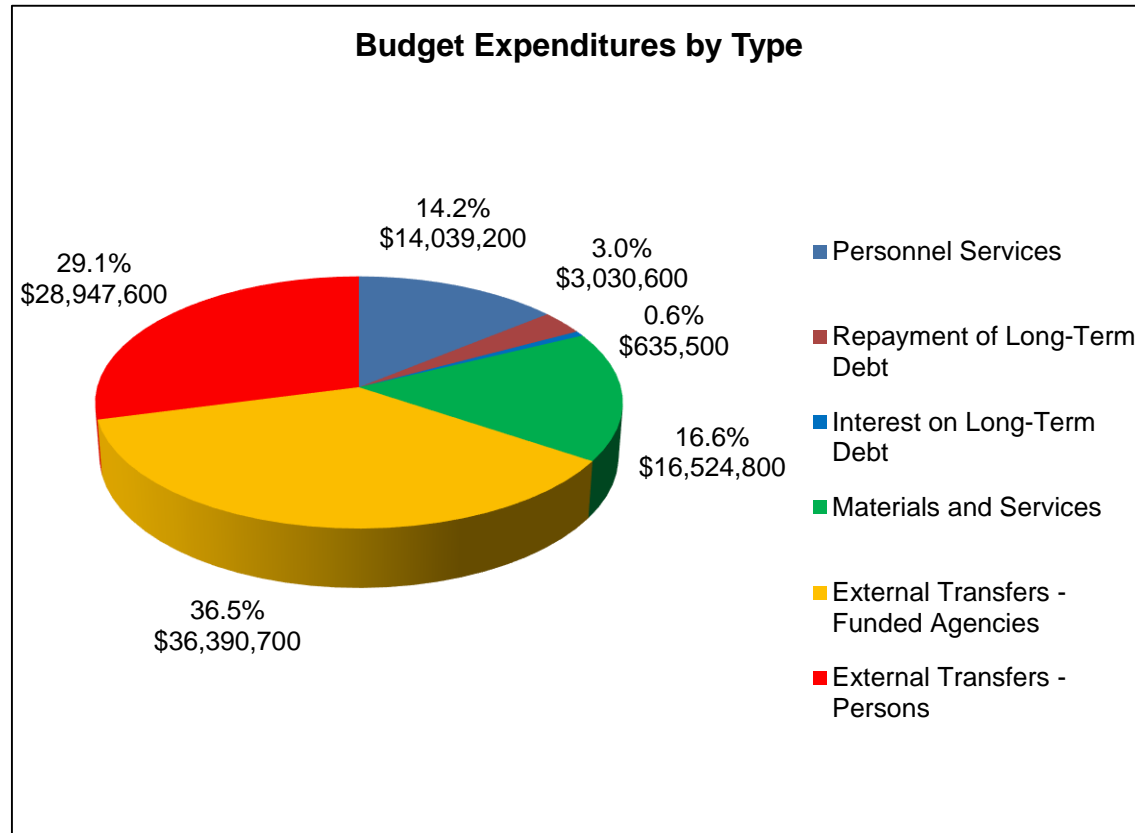
Prior to 2011, TBDSSAB was also responsible for a portion of the Province’s Ontario Disability Support Program (ODSP) and Ontario Drug Benefit (ODB) program costs. The cost of these programs was fully uploaded by the Province by 2011.



The largest component of the TBDSSAB budget relates to External Transfers to Funded Agencies at \$36.4 million, or 36.5% of the total. Similarly, External Transfers to Persons accounts for a further \$28.9 million or 29.1% 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 (\$4.4 million) for directly-owned housing properties, these three categories account for 82.2% or \$81.9 million of the total approved budget.

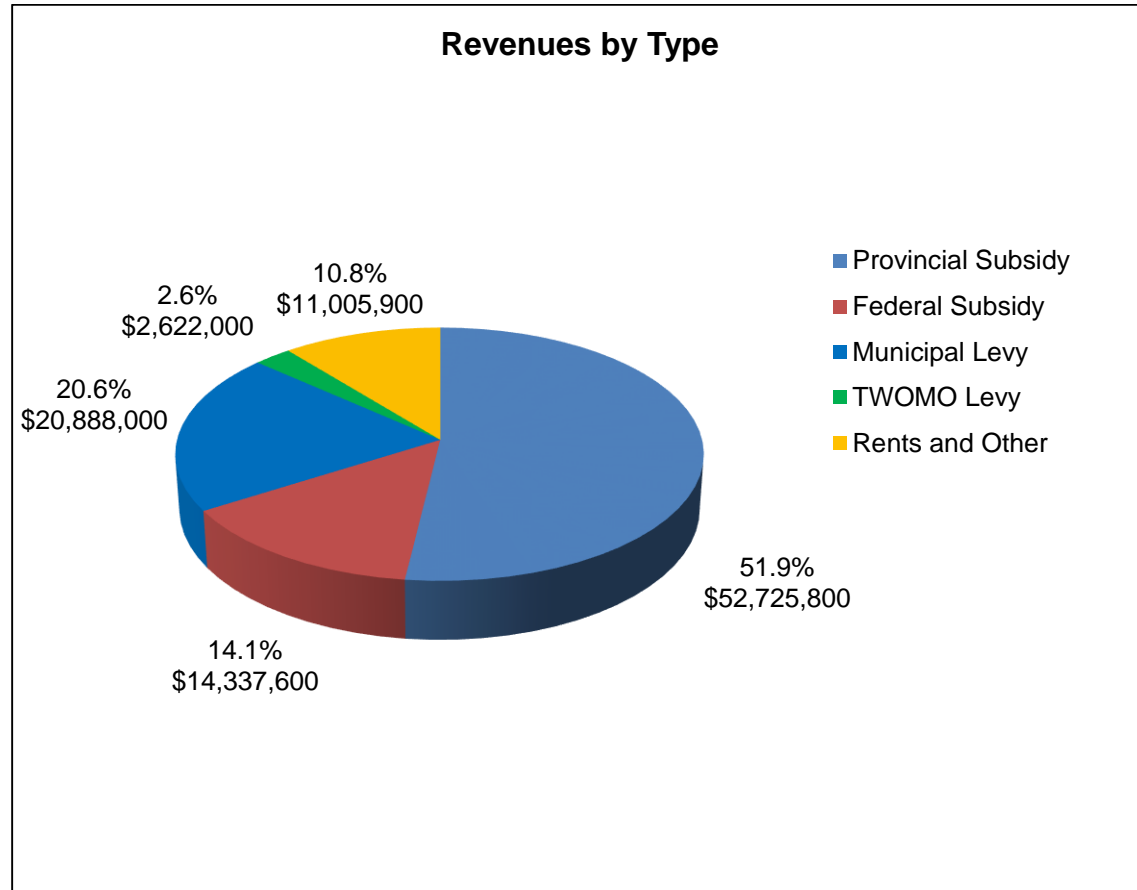
Personnel Services accounts for 14.2% or \$14.0 million of the total TBDSSAB budget.

The remaining 3.6% of the budget is required to service the long-term debt of owned properties.

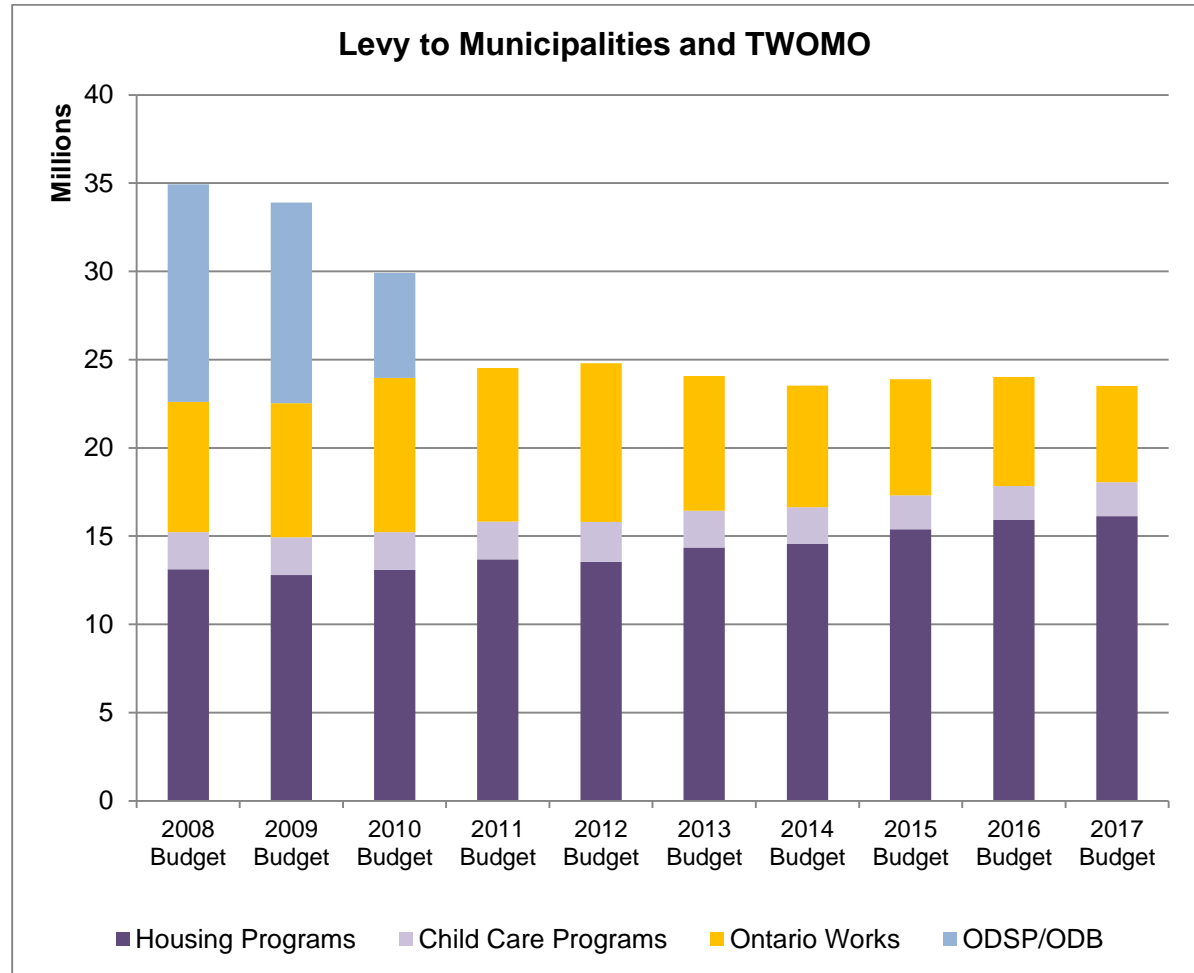


TBDSSAB is funded through the following revenue sources:

- Provincial funding accounts for the single largest category at 51.9% or \$52.7 million.
- Federal funding accounts for an additional 14.1% or \$14.3 million of funding.
- The levies to Municipalities represents 20.6% or \$20.9 million of the funding.
- Levies to TWOMO (which are billed to the Province), 2.6% or \$2.6 million.
- Tenant rents account for 10.8% or \$11.0 million in 2017.



The Province has continued its commitment to fully upload the cost of OW Financial and Employment assistance by 2018. However the resulting decrease for 2017 is offset by increases in social housing. The chart provides a breakdown of the Levy, by program, since 2008 when the uploading of the ODSP and ODB began.



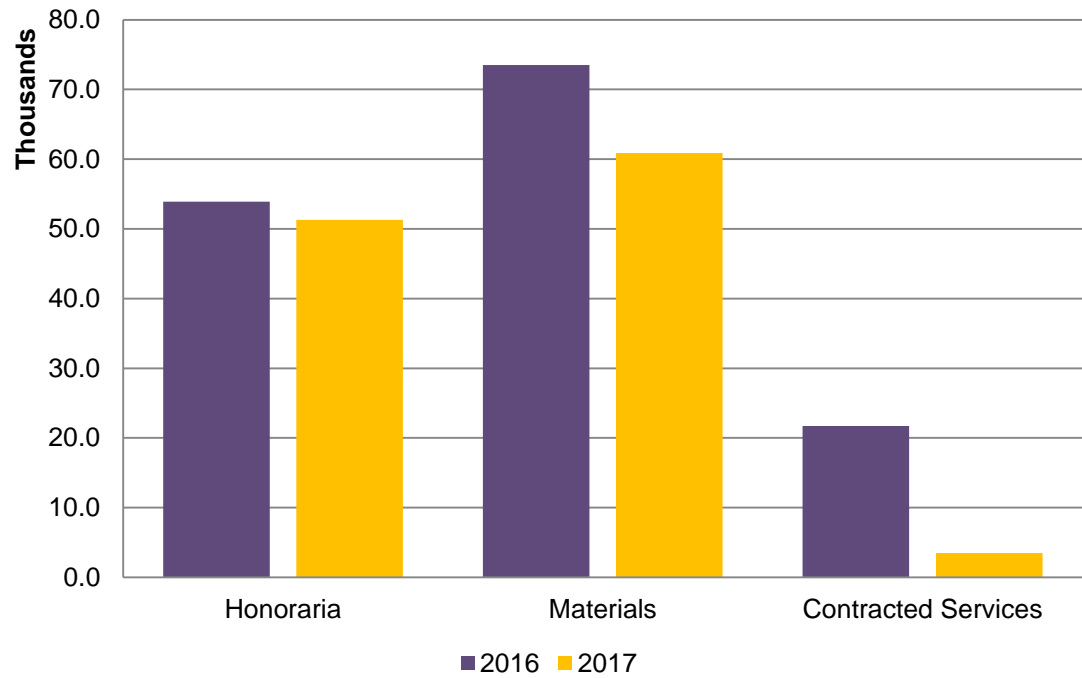
The potential impact of the 2017 levy decrease for member municipalities and TWOMO is presented in the adjacent table.

The final 2017 apportionment for each municipality will be calculated once the weighted assessment calculations have been completed.

Municipality	Interim Cost Apportionment	2016 Levy (\$)	2017 Levy (\$)	Change (\$)
Conmee	0.2933%	70,571	68,955	(1,616)
Dorion	0.2085%	50,281	49,018	(1,263)
Gilles	0.1629%	39,212	38,298	(914)
Greenstone	3.3291%	801,184	782,671	(18,513)
Manitouwadge	0.2881%	69,347	67,732	(1,615)
Marathon	0.8653%	208,256	203,432	(4,824)
Neebing	1.4963%	360,228	351,780	(8,448)
Nipigon	0.5006%	120,468	117,691	(2,777)
O'Connor	0.2921%	70,283	68,673	(1,610)
Oliver & Paipoonge	3.8173%	918,699	897,447	(21,252)
Red Rock	0.2360%	56,788	55,484	(1,304)
Schreiber	0.2229%	53,643	52,404	(1,239)
Shuniah	3.6001%	866,401	846,384	(20,017)
Terrace Bay	0.6271%	150,915	147,431	(3,484)
Thunder Bay	72.9077%	17,494,952	17,140,600	(354,352)
TWOMO	11.1527%	2,680,772	2,622,000	(58,772)
Total	100.0000%	24,012,000	23,510,000	(502,000)

The District of Thunder Bay Social Services Administration Board

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



Description	2015 Budget (\$)	2016 Budget (\$)	2017				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
Expenditures							
Personnel services	54,800	53,900	51,300	-	-	51,300	-4.8%
Materials	75,900	73,500	60,900	-	-	60,900	-17.1%
Contracted services	6,500	21,700	3,500	-	-	3,500	-83.9%
Total Expenditures	137,200	149,100	115,700	-	-	115,700	-22.4%

Office of the Chief Administrative Officer (CAO)

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 organization that provides excellent services leading to successes for people that we serve.
- 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 2017

OFFICE OF THE CAO

- Implementation of more robust communications with clients/tenants, stakeholders and staff with the addition of the Communications and Community Development Officer position. This will include a post Board meeting newsletter for stakeholders, monthly newsletter for staff and promotion of program successes and the TBDSSAB brand.
- The CAO will continue to participate in various regional and provincial tables, for example the Social Housing Modernization Forum, 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

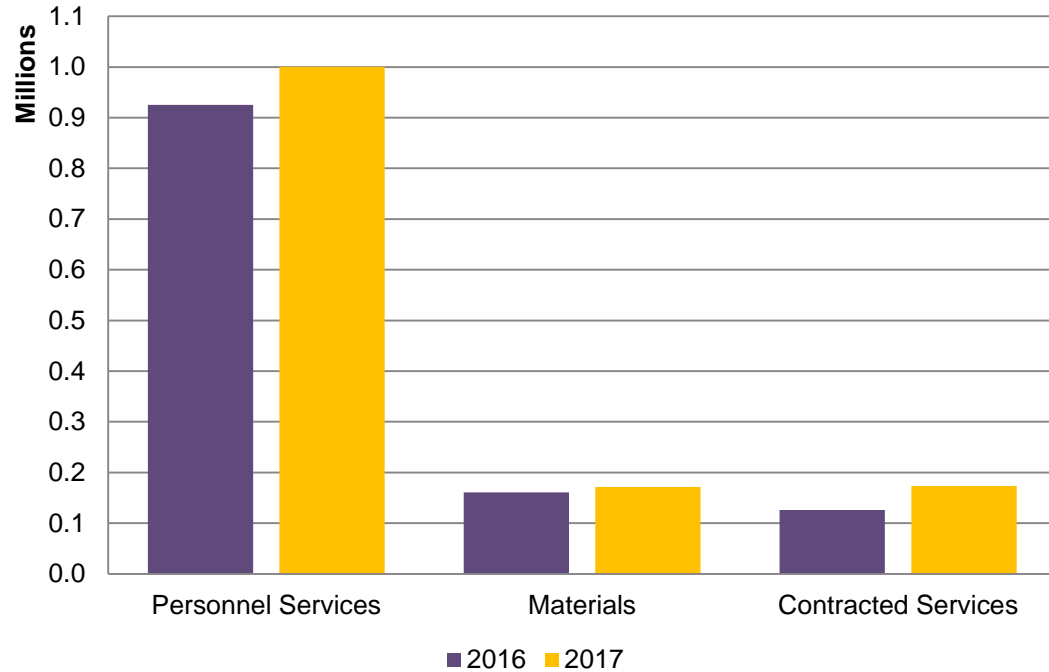
- A review of all Human Resources Policies and Procedures will be conducted to determine if changes are required.
- Review wellness initiatives and training with a view to ensure appropriate supports are available to staff.
- The supervisory and leadership training program will support our identified future leaders to move into new roles with the desired supervisory and management expertise. The main focus for 2017 will be to deliver the Supervisor Training Program.

POLICY & RESEARCH

- The development of position papers for the Board's approval regarding the Basic Income Guarantee concept.
- The development of a homeless enumeration methodology.
- Revision of the monthly operational report for management to ensure relevance of indicators.

Office of the Chief Administrative Officer

Staff Complement	2016 Budget	2017 Budget
Full-Time	9.00	11.00
Part-Time	-	-
Temporary	0.33	0.33
Total	9.33	11.33



Description	2015 Budget (\$)	2016 Budget (\$)	2017				Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	
Expenditures							
Personnel services	902,900	925,000	1,000,500	-	-	1,000,500	8.2%
Materials	161,100	160,700	171,200	-	-	171,200	6.5%
Contracted services	142,600	126,100	173,300	-	-	173,300	37.4%
Total Expenditures	1,206,600	1,211,800	1,345,000	-	-	1,345,000	11.0%

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 Transparent and Sustainable Finances, and includes:

- Development of a Risk Management Framework to minimize identified risks and liability exposure.
- Enhanced internal and external financial reporting.
- Comprehensive internal audit program to continuously monitor and measure management processes across the organization.
- Performance-based budgeting process to support enhanced budget processes including a focus on Key Performance Indicators.

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 deliver responsive, reliable and relevant financial information and quality financial services to our customers in an efficient, effective, and professional manner.
- To maintain an efficient, effective, and comprehensive budget process.
- To provide relevant, timely support relative to accountable advances from our funding partners and to our service providers.

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 2017

DIRECTOR'S OFFICE

- Continuous Improvement. Establish and implement an internal audit/ management review process to maximize internal controls and value for money processes.
- Risk Management Framework. To establish a risk management framework to minimize identified risks and liability exposure.

FINANCE

- Performance based budgeting. Further development and enhancements to the budget process relative to Key Performance Indicators, and presentation format to the CAO and Board.
- Financial management and communication. Review and enhance the variance reporting process and presentation format for the Board to support effective decision-making.
- Continuous improvement. Internal process and interface reviews to be conducted, including a review of the Allocated Administration Model.

INFORMATION SERVICES

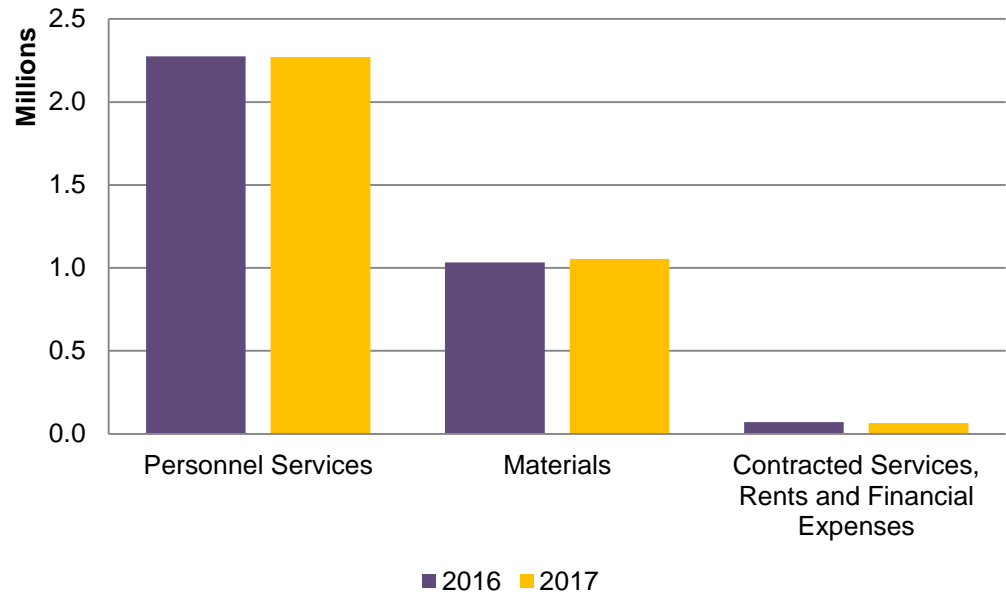
- Continuous improvement. Upgrading the ERP solution (NAV); Prepare by upgrading the Test environment in 2017, and the Live system in 2018.
- Enhance Management System processes by completing a Security Assessment and Vulnerability scan.
- Enhance communication for all TBDSSAB Sites. To support on-going communication and customer service focus, establish a Housing Provider portal through the TBDSSAB website to maximize communication efficiency.
- Enhance internal management processes through the development of an electronic Change of Status process to enhance the effectiveness of changes in employees' transitions.

PURCHASING & INVENTORY CONTROL

- Procure to pay. To support effective implementation and maximize continuous improvement within the purchasing processes, and monitoring and measuring compliance and key performance indicators.
- Inventory control system. To develop a robust inventory control system.

Corporate Services Division

Staff Complement	2016 Budget	2017 Budget
Full-Time	28.00	27.00
Part-Time	-	-
Temporary	0.66	0.66
Total	28.66	27.66



Description	2015 Budget (\$)	2016 Budget (\$)	2017				Budget (\$)	Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)			
Expenditures								
Personnel services	2,239,100	2,275,100	2,339,500	(68,400)	-	2,271,100	-0.2%	
Materials	1,018,000	1,032,300	1,055,000	-	-	1,055,000	2.2%	
Contracted services	67,000	53,300	50,400	-	-	50,400	-5.4%	
Rents and financial expenses	17,600	17,600	14,900	-	-	14,900	-15.3%	
Total Expenditures	3,341,700	3,378,300	3,459,800	(68,400)	-	3,391,400	0.4%	

Client Services Division

The Client Services Division focuses on delivery of Ontario Works (OW), Child Care and Yearly Years Programs and a common, Integrated Intake Service.

Strategic Plan Deliverables

- Recognition of the demographics of our district ensures our programming materials, objectives and outcomes take into consideration our diverse clientele and their needs. It also supports individuals by creating confidence in our understanding of their perspectives and empowering them to utilize strengths to obtain independence and personal success.
- Enhanced community resources and partnerships. Through our vision of a one door approach to all TBDSSAB services we ensure a welcoming environment, with knowledgeable workers who provide excellence in customer service.
- Recognizing that the future success of the District of Thunder Bay is in the youngest population in the community; the children:
 - Early years programs will harness the potential of every person and every community, to ensure early years programs and services provide quality Child Care and Early Years programs.
 - Enhanced relationships with key stakeholders and Ministry of Education to ensure efficient and effective use of public resources.

- Increased opportunities for advisory and working groups to ensure a fulsome perspective and meaningful input into service planning and delivery.
- Ensuring every office, in every community is a gateway to TBDSSAB programs and services.
- Balance the supports and resources available to empower communities to work with TBDSSAB to ensure the success of all the people we serve.

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 the diverse clients and communities we serve.

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.
- Continued development of partnerships to deliver quality services throughout the District of Thunder Bay.

- 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.
- Enhance TBDSSAB visibility in the employment network and ensure 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, the use of assessment tools, agency expertise, and labour market trends and conditions.

CHILD CARE AND EARLY YEARS OBJECTIVES

- Child Care Services invest in the physical, social, emotional, and economic health of our communities by supporting quality child care and early years programs that are affordable, effective and accessible.
- 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.
- Engage with community partners and families to transform the delivery of Ontario Early Years Child and Family Centres (OEYCFC).

INTEGRATED INTAKE SERVICES OBJECTIVE

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

Major Initiatives Planned for 2017

ONTARIO WORKS

- Implement strategies to ensure employment assessments are completed and updated with individuals to determine their labour market readiness. Review the data produced by new tools and effectively plan for employment readiness.
- Review and prioritize programming and training to meet the identified needs of individuals and the labour market.
- Enhance community partnerships to support clients to transition to employment. This includes referrals to 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 work towards reliable reports in the Social Assistance Management System (SAMS) or by using alternate data methods.
- 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 AND EARLY YEARS

- Continued implementation of The Child Care Service 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.
- Improved communication with child care providers through advisory groups and a web based child care portal.
- Develop the OEYCFC's Service Plan, and prepare for full implementation January 1, 2018.

INTEGRATED INTAKE SERVICES

- Ensure clients who require multiple services are supported through active identification of needs, and supported through case management activities.
- Review intake processes for efficiency, safety, and develop baseline data and acceptable standards for services. Continue commitment to a one door approach.
- Proactive procedures and systems to ensure effective and efficient processing of housing applications, accurate data and timely decision making.

Client Services Division - Ontario Works

The largest component, \$37.4 million (2016-\$36.1 million) or 71.3% 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.

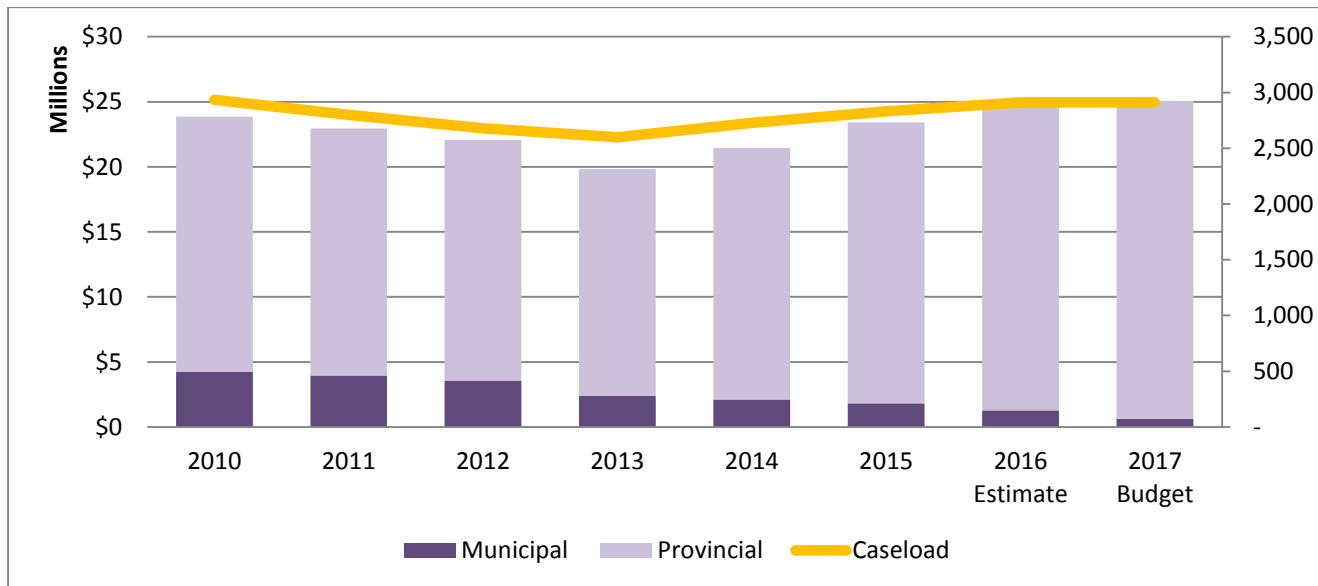
Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Client allowances and benefits	21,957,600	23,812,100	25,069,400	1,257,300	5.3%
Community social reinvestment program	655,400	655,400	655,400	-	0.0%
Program delivery and employment assistance	10,957,000	10,971,900	10,953,300	(18,600)	-0.2%
Addiction services initiative	710,000	709,100	708,900	(200)	0.0%
Total Expenditures	34,280,000	36,148,500	37,387,000	1,238,500	3.4%
Grants					
Ontario Works	(27,518,200)	(29,809,000)	(31,769,100)	(1,960,100)	6.6%
Financing					
From client benefits reserve fund	(127,300)	(104,300)	(48,600)	55,700	-53.4%
From CSRP reserve fund	(83,800)	(118,100)	(118,100)	-	0.0%
From employment compensation and benefits res	-	-	(35,000)	(35,000)	n/a
To office building reserve fund	66,700	77,000	68,600	(8,400)	-10.9%
Total Financing	(27,662,600)	(29,954,400)	(31,902,200)	(1,947,800)	6.5%
Net Cost to be Levied	6,617,400	6,194,100	5,484,800	(709,300)	-11.5%

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 2017 will decrease from 5.8% to 2.8% which equates to savings of \$729,300 however these Municipal savings are offset by an increase in caseload and financial assistance to clients experienced in 2016 and increases in certain financial entitlements for 2017 announced by the Province in its 2016 Budget.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 (\$)	Change (%)
Expenditures					
Basic allowance and shelter net of recoveries	21,761,500	23,461,500	24,999,600	1,538,100	6.6%
Start-up benefits	49,100	165,900	174,600	8,700	5.2%
Health-related benefits	540,000	564,100	384,100	(180,000)	-31.9%
Mandatory special necessities	285,100	265,500	314,300	48,800	18.4%
Special assistance	784,100	962,400	1,082,500	120,100	12.5%
Transitional child benefit	232,000	265,500	384,100	118,600	44.7%
Total Expenditures	23,651,800	25,684,900	27,339,200	1,654,300	6.4%
Client Revenue & Recovery					
Income revenue	(1,184,400)	(1,281,400)	(1,571,400)	(290,000)	22.6%
Repayments & reimbursements	(509,800)	(591,400)	(698,400)	(107,000)	18.1%
Total Client Revenue & Recovery	(1,694,200)	(1,872,800)	(2,269,800)	(397,000)	21.2%
Gross Cost For Cost Sharing	21,957,600	23,812,100	25,069,400	1,257,300	5.3%
Financing					
Provincial grants	(20,162,900)	(22,492,700)	(24,388,700)	(1,896,000)	8.4%
From OW client benefits reserve fund	(127,300)	(104,300)	(48,600)	55,700	-53.4%
Net Cost to be Levied	1,667,400	1,215,100	632,100	(583,000)	-48.0%

TBDSSAB has experienced an estimated caseload increase of 3% in 2016. It is anticipated that the 2017 caseload will remain consistent with the 2016 actual caseload levels. The 2016 Provincial budget increased 2017 social assistance rates for singles by \$25 per month and for families by 1.5%. Factoring these approved provincial adjustments into the 2017 budget will increase gross costs by \$1.3 million (\$90,600 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 2017, \$48,600 will be used to directly offset the Municipal levy.

Community Social Reinvestment Program

Through the Community Social Reinvestment Program (CSR), 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	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Extraordinary needs	63,300	152,700	5,000	(147,700)	-96.7%
Employment related expenses	43,000	45,000	101,500	56,500	125.6%
Reduce child poverty - nutrition	427,600	337,800	349,200	11,400	3.4%
Reduce child poverty - recreation	56,000	54,400	134,200	79,800	146.7%
Internal administrative expense	65,500	65,500	65,500	-	0.0%
Total Expenditures	655,400	655,400	655,400	-	0.0%
Financing					
From CSR reserve fund	(83,800)	(118,100)	(118,100)	-	0.0%
Net Cost	571,600	537,300	537,300	-	0.0%

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 and a plan was established in 2016. In 2017 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 individual needs assessments and reviewing employers' responsibilities and TBDSSAB, programming so they complement each other ensuring successful placements.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Personnel services	4,602,200	4,634,200	4,508,200	(126,000)	-2.7%
Materials and services	360,900	370,400	404,300	33,900	9.2%
Rents and financial expenses	83,400	81,300	83,600	2,300	2.8%
External transfers - persons	1,522,600	1,396,200	1,456,700	60,500	4.3%
Internal administrative expense	3,836,300	3,962,200	3,977,000	14,800	0.4%
Imputed rent recovery	911,900	930,300	949,000	18,700	2.0%
Total Expenditures	11,317,300	11,374,600	11,378,800	4,200	0.0%
Recoveries					
From CSRP	(65,500)	(65,500)	(65,500)	-	0.0%
From homelessness programs	(165,200)	(172,900)	(189,100)	(16,200)	9.4%
Other revenues and recoveries	(129,600)	(164,300)	(170,900)	(6,600)	4.0%
Total Expenditures Less Recoveries	10,957,000	10,971,900	10,953,300	(18,600)	-0.2%
Grants					
Ontario Works	(6,683,000)	(6,630,600)	(6,680,200)	(49,600)	0.7%
Financing					
From employment compensation and benefits reserve fund	-	-	(35,000)	(35,000)	n/a
To office building reserve fund	64,900	74,900	66,800	(8,100)	-10.8%
Net Cost	4,338,900	4,416,200	4,304,900	(111,300)	-2.5%

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 2017 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. The ASI budget is subject to Provincial cost uploading, therefore the net cost to be levied is \$15,000 lower than the previous year.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Personnel services	224,100	220,100	235,200	15,100	6.9%
Materials and services	241,900	244,800	256,700	11,900	4.9%
External transfers - persons	170,200	171,700	143,300	(28,400)	-16.5%
Internal administrative expense	52,400	51,500	52,400	900	1.7%
Imputed rent recovery	25,000	25,500	26,000	500	2.0%
Total Expenditures	713,600	713,600	713,600	-	0.0%
Recoveries					
Other revenues and recoveries	(3,600)	(4,500)	(4,700)	(200)	4.4%
Total Expenditures Less Recoveries	710,000	709,100	708,900	(200)	0.0%
Grants					
Ontario Works	(672,300)	(685,700)	(700,200)	(14,500)	2.1%
Financing					
To office building reserve fund	1,800	2,100	1,800	(300)	-14.3%
Net Cost	39,500	25,500	10,500	(15,000)	-58.8%

Client Services Division - Child Care and Early Years 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 and early years programs to create a comprehensive, consistent, quality-driven system to support children and families. The Child Care and Early Years budget for 2017 totals \$14.9 million and represents a 5.6% increase in expenditures for child care programming.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Fee subsidy	5,221,400	5,026,400	5,034,200	7,800	0.2%
Special needs resourcing	1,543,600	1,590,600	1,590,600	-	0.0%
General operating	3,155,100	4,176,600	4,452,100	275,500	6.6%
Occupancy incentive (formerly "Utilization")	-	500,000	300,000	(200,000)	-40.0%
Resource centres	848,100	848,100	848,100	-	0.0%
Wage enhancement	624,700	450,000	1,050,000	600,000	133.3%
Service system capacity planning	876,100	-	-	-	n/a
Other	417,800	417,800	354,900	(62,900)	-15.1%
Administration	1,163,500	1,144,600	1,318,500	173,900	15.2%
Total Expenditures	13,850,300	14,154,100	14,948,400	794,300	5.6%
Grants					
Child care	(11,927,600)	(11,733,500)	(12,527,900)	(794,400)	6.8%
Child care (early years transition)	-	-	(87,700)	(87,700)	n/a
Child care (mitigation)	-	(500,000)	(412,800)	87,200	-17.4%
Financing					
To office building reserve fund	5,300	6,200	5,500	(700)	-11.3%
Total Financing	(11,922,300)	(12,227,300)	(13,022,900)	(795,600)	6.5%
Net Cost	1,928,000	1,926,800	1,925,500	(1,300)	-0.1%

TBDSSAB has developed 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 2017 Budget was prepared assuming 2016 Provincial funding levels will continue. The four priority areas within the child care budget include:

1. 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
- Impact of school board delivering after-school programs

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



2. 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 receive co-ordinated, high-quality child care services. In particular, Resource Teachers are deployed to child care centers within the District of Thunder Bay according to need, and enhanced program supports are provided to meet the needs of individualized children. Resource Teachers receive mentorship from a supervisor with a background in Early Childhood Inclusive Practices within a team approach. In 2017, Administration will continue to work with the Service Provider to identify more comprehensive data collection to support the Long-term Child Care Service Plan.

3. General Operating

The General Operating funding component is a points-based model which equitably distributes available funds based on each centre's relative share of spaces and the age of the children in those spaces. In 2016, TBDSSAB began transitioning from funding child care centres based on licensed capacity to a utilization-based funding model. In 2017, 50% of the allocated points will be based on licensed spaces and 50% will be based on actual utilization. This calculation will gradually shift from using licensed spaces to operating spaces over the next two years. Beginning in 2017, an Occupancy incentive has been established to assist service providers in the transition; \$300,000 per year for 5 years will be provided to centres, financed from 100% mitigation funding.

The General Operating funding model also incorporates a rural factor which provides additional funding to centre's geographically located outside the City of Thunder Bay.

4. Early Years

In 2016, the Ministry of Education announced a plan to integrate certain Provincial child and family programs into the Ontario Early Years Child and Family Centres to be delivered by District Social Services Administration Boards and Consolidated Municipal Service Managers. The transition begins on January 1, 2017 with the transfer of the Data Analysis Coordinator responsibilities to TBDSSAB. Further details regarding this program will be provided by the Ministry of Education in early 2017 to prepare for full implementation on January 1, 2018.

Child Care Administration

As the service system manager, TBDSSAB ensures quality administration of the child care program through appropriate Child Care Administration expenses. Personnel services are higher in 2017 reflecting the 2016 in-year expansion of the Manager, Child Care and Early Years position, and the reclassification of the Program Lead, Child Care to a Supervisor, Child Care position.

Description	2015 Budget (\$)	2016 Budget (\$)	2017				2016 to 2017 Change (\$)	Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)		
Expenditures								
Personnel services	492,400	502,100	629,800	(104,800)	95,600	620,600	118,500	23.6%
Materials	54,400	48,700	75,700	-	-	75,700	27,000	55.4%
Contracted services	2,000	3,000	3,000	-	-	3,000	-	0.0%
Internal administrative expense	550,400	527,800	555,300	-	-	555,300	27,500	5.2%
Imputed rent recovery	75,000	76,500	78,000	-	-	78,000	1,500	2.0%
Total Expenditures	1,174,200	1,158,100	1,341,800	(104,800)	95,600	1,332,600	174,500	15.1%
Recoveries								
Other revenues and recoveries	(10,700)	(13,500)	(14,100)	-	-	(14,100)	(600)	4.4%
Total Expenditures Less Recoveries	1,163,500	1,144,600	1,327,700	(104,800)	95,600	1,318,500	173,900	15.2%
Grants								
Child care	(815,400)	(796,500)	(905,100)	52,400	-	(852,700)	(56,200)	7.1%
Child care (early years)	-	-	(10,000)	-	(77,700)	(87,700)	(87,700)	n/a
Child care (mitigation)	-	-	(12,700)	-	(17,900)	(30,600)	(30,600)	n/a
Financing								
To office building reserve fund	5,300	6,200	5,500	-	-	5,500	(700)	-11.3%
Net Cost	353,400	354,300	405,400	(52,400)	-	353,000	(1,300)	-0.4%

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 operates and maintains 2,521 direct-owned housing units throughout the District of Thunder Bay, and also supports 929 housing units operated by non-profit housing providers, and approximately 617 units through rent supplement agreements.

Strategic Plan Deliverables

- Increase flexibility in housing and programs, promoting attainable access to safe and affordable housing and healthy lifestyles, while reducing the overall carbon footprint and reducing energy costs.
- Promote tenant wellbeing by recognizing the diverse needs of all people we serve, empowerment through reduced barriers and increased knowledge and participation and ensuring business practices reduce stigma.
- Enhanced community partnerships through greater participation and communication among partners, stakeholders and tenants, realizing greater community development initiatives and reductions in program duplication.

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. The Division also works towards reducing the risk of homelessness through direct programs and through support of service providers.

HOUSING AND HOMELESSNESS PROGRAM 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.
- Seek to reduce chronic homelessness through initiatives and supports through service providers.
- Continue to work towards the recommendations 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.
- Seek out community service partnerships to bring services and supports to the tenants of TBDSSAB properties.

FACILITIES OBJECTIVES

- Implement major energy reduction initiatives 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.
- Explore opportunities to improve accessibility and reduce barriers at TBDSSAB properties.
- 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 2017

HOUSING PROGRAMS

- Development of end of operating agreement strategies, including opportunities for extension of existing partnerships.
- Implementation of the Investment in Affordable Housing Rental Housing plans which include the development of 32 new rental units.

PROPERTY MANAGEMENT

- Maintain existing and explore new opportunities for partnerships with community agencies to enhance the life experiences of tenants.
- Implement new Tenant Support Coordinator strategy to further reach out to tenants with needs.

FACILITIES

- Complete capital improvements and renovations in excess of \$3.6 million, to ensure the properties are maintained according to best practices and recommendations as outlined in the 2014 Building Condition Assessments.
- Initiate property review recommendations on redevelopment and the disposition of properties, where advantageous.
- Continue to explore energy efficiency opportunities, and seek out energy rebate incentives.

Housing Services

In 2014 the Board approved Under One Roof: A Housing and Homelessness Plan. TBDSSAB continues to make significant progress in responding to the recommendations outlined in the plan. During 2016, the Provincial and Federal governments announced significant investments in social and affordable housing which are reflected in the 2017 budget. The total budget for Housing Services is provided in the following table:

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Non-profit housing providers	6,169,400	6,182,400	6,371,600	189,200	3.1%
Urban native housing program	2,188,300	2,087,900	2,126,200	38,300	1.8%
Rent supplement	4,737,200	5,046,500	5,264,700	218,200	4.3%
Investment in Affordable Housing	2,621,000	2,851,600	8,025,200	5,173,600	181.4%
Social Housing Apartment Retrofit Program	-	-	1,730,000	1,730,000	n/a
Homelessness prevention	2,481,300	2,703,600	2,956,900	253,300	9.4%
Direct-owned housing & administration	20,127,900	20,463,400	20,685,200	221,800	1.1%
Total Expenditures	38,325,100	39,335,400	47,159,800	7,824,400	19.9%
Revenues					
Rents and other	(10,778,900)	(10,849,800)	(10,921,900)	(72,100)	0.7%
Recovery from TBDHC	(52,000)	-	-	-	n/a
Grants					
Federal block funding	(8,730,500)	(8,880,200)	(9,019,500)	(139,300)	1.6%
Housing	(5,284,100)	(5,992,400)	(13,173,200)	(7,180,800)	119.8%
Financing					
From social housing reserve fund	(315,700)	-	-	-	n/a
To office building reserve fund	16,800	19,600	17,400	(2,200)	-11.2%
To capital reserve funds	2,258,800	2,342,500	2,436,100	93,600	4.0%
From capital reserve funds	-	-	(315,000)	(315,000)	n/a
Total Financing	(22,885,600)	(23,360,300)	(30,976,100)	(7,615,800)	32.6%
Net Cost to be Levied	15,439,500	15,975,100	16,183,700	208,600	1.3%

Social Housing Providers

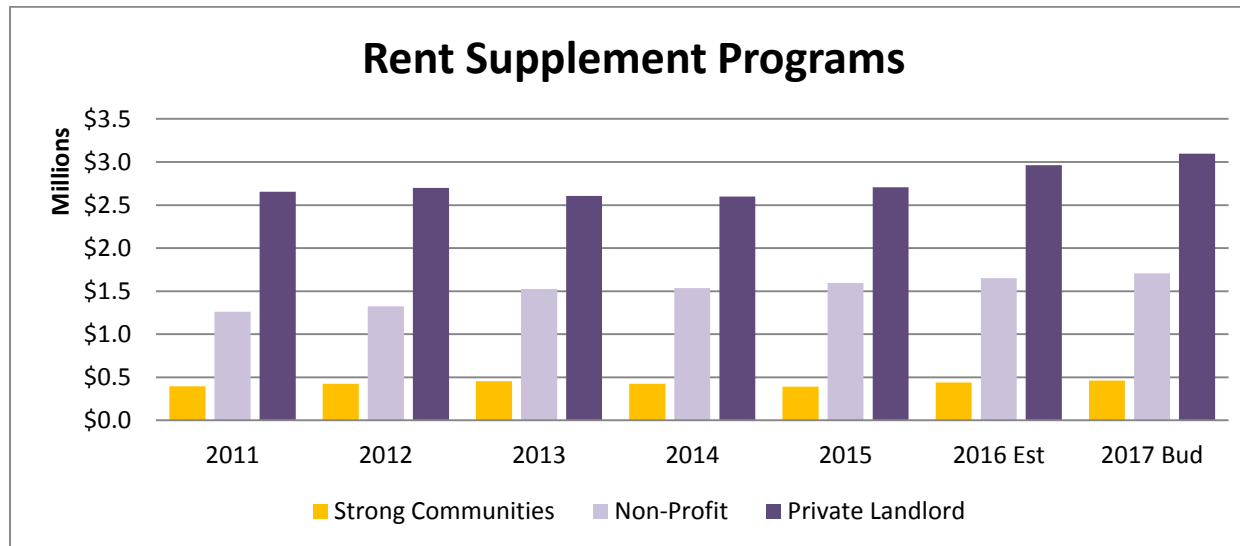
The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Municipal Affairs and Housing (MMAH), to calculate the operating budgets for Social Housing Providers. The benchmark cost indices are based on the prior year's Ontario Consumer Price Index and sub-indices. The 2017 MMAH cost indices result in an increase to social housing providers of \$199,800. The estimated increase in Municipal property taxes, which are funded based on actual cost, is \$24,500. These increases are offset by decreases in mortgages renewing at more favourable terms. The total 2016 budget related to Social Housing providers is \$6,371,600, an increase of 3.1% over the 2016 budget of \$6,182,400.

Urban Native Housing

The Urban Native Housing program budget for 2017 totals \$2,126,200 (2016 - \$2,087,900). This program 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. There are increases in operating budget lines including Administration, Maintenance, Property Taxes, and Utilities. For the 2017 year, 208 units will be subsidized. In accordance with the terms of the Operating Agreements, the TBDSSAB will not subsidize units once the mortgages have been paid out (33 were paid out at various times between 2014 and 2016).

Rent Supplement

The rent supplement budget which totals \$5,264,700 in 2017 (2016 - \$5,046,500) includes 617 private landlord, non-profit and Strong Communities rent supplement units as well as 174 arrangements with direct-owned housing projects (123-Andras Court, 51-Sequoia Park). The increase in the 2017 Budget is due mainly to the application of the Ontario 2017 rent increase guideline to existing units (1.5%).



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, and in 2016 announced a third component: Social Infrastructure Fund (SIF) which also includes the Survivors of Domestic Violence Portable Housing Benefit Pilot program. A breakdown of the three components is provided in the table below:

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	% Change
IAH				
IAH - Ontario Renovates	1,420,000	-	-	0.0%
IAH - Rent Supplement	80,600	54,000	90,000	66.7%
Internal administrative expense	58,300	-	-	0.0%
IAH - Reinvested Renovates	-	300,000	-	-100.0%
IAH Extension				
IAH (Extension) Rental Housing	1,021,800	2,103,200	1,818,000	-13.6%
IAH (Extension) Ontario Renovates	-	160,000	363,600	127.3%
IAH (Extension) Housing Allowance	-	150,000	230,200	53.5%
Internal administrative expense	40,300	84,400	84,400	0.0%
IAH - SIF				
Social Housing Improvement Project (SHIP)	-	-	2,611,000	0.0%
Ontario Renovates	-	-	679,500	0.0%
Rental Housing	-	-	1,609,400	0.0%
Survivors of Domestic Violence	-	-	256,000	0.0%
Internal administrative expense	-	-	283,100	0.0%
Total Expenditures	2,621,000	2,851,600	8,025,200	181.4%
Grants				
Housing	(2,365,600)	(2,851,600)	(8,025,200)	181.4%
Financing				
From social housing reserve fund	(255,400)	-	-	0.0%
Net Cost	-	-	-	0.0%

Social Housing Apartment Retrofit Program

In 2016 the Province approved TBDSSAB's application to the 100% provincially funded Social Housing Apartment Retrofit Program (SHARP). The funding (\$2.5 million) will be used for energy efficiency improvements at the Andras Court and Spence Court properties. The planned projects include:

Description	2016 Estimate (\$)	2017 Budget (\$)	Total (\$)
Andras Court			
Pre energy audit	2,500	-	2,500
Water heater	72,000	-	72,000
Make-up air	165,000	-	165,000
Rooftop air handling unit	14,000	-	14,000
Internal heat unit	-	60,000	60,000
Interior lightning	46,500	736,000	782,500
Spence Court			
Pre energy audit	2,500	-	2,500
Water heater	72,000	-	72,000
Hot water boiler	186,000	-	186,000
Make-up air	-	185,000	185,000
Crawlspace ventilation	-	25,000	25,000
Interior lightning	139,500	635,500	775,000
Admininstration	34,600	88,500	123,100
Total Expenditures	734,600	1,730,000	2,464,600

Administration has also allocated \$40,000 of SHARP funding to perform post energy audits as a requirement of the program eligibility. These costs and related funding of these audits will be included in subsequent year's budget.

Community Homelessness Prevention Initiative

In 2016 MMAH announced the 2017/18 and 2018/19 allocations for the 100% provincially funded Community Homelessness Prevention Initiative (CHPI), \$3.0 million of which will be used in the 2017 year. CHPI funding is used to support emergency shelters and other programs designed to prevent homelessness, and to assist moving individuals along the housing continuum. New in 2017, \$188,200 will be provided to the Canadian Mental Health Association to support the Housing First program.

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Internal administrative expense	248,100	270,400	295,700	25,300	9.4%
Services and supports					
Lutheran Community Care Centre	85,800	85,800	85,800	-	0.0%
Salvation Army Habitat	211,400	211,400	211,400	-	0.0%
Canadian Mental Health Association	71,100	71,100	259,300	188,200	264.7%
Shelter House - SOS	50,000	50,000	50,000	-	0.0%
Tenant Support	-	108,100	185,700	77,600	71.8%
Emergency Shelters:					
Salvation Army	294,700	370,800	370,800	-	0.0%
Shelter House	734,900	811,000	811,000	-	0.0%
Housing Allowance	206,800	225,000	23,600	(201,400)	-89.5%
Internal Allocation Housing Allowance	-	-	28,300	28,300	n/a
Housing Security Fund	578,500	500,000	635,300	135,300	27.1%
Total Expenditures	2,481,300	2,703,600	2,956,900	253,300	9.4%
Grants					
Homelessness	(2,481,300)	(2,703,600)	(2,956,900)	(253,300)	9.4%
Net Cost	-	-	-	-	n/a

Direct-Owned Housing Operations and Housing Programs Administration

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

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Expenditures					
Personnel services	4,022,600	3,982,700	4,183,300	200,600	5.0%
Interest on long-term debt	1,152,500	996,000	521,100	(474,900)	-47.7%
Materials	12,162,800	12,805,200	13,502,500	697,300	5.4%
Contracted services	44,000	96,500	30,000	(66,500)	-68.9%
Rents and financial expenses	77,000	77,500	78,000	500	0.6%
Repayment of long-term debt	2,395,200	2,502,400	2,768,600	266,200	10.6%
Internal administrative expense	1,334,000	1,286,500	1,319,000	32,500	2.5%
Imputed rent recovery	237,400	242,200	247,000	4,800	2.0%
Total Expenditures	21,425,500	21,989,000	22,649,500	660,500	3.0%
Recoveries					
From housing and homelessness programs	(184,400)	(282,400)	(690,300)	(407,900)	144.4%
From rent supplement program	(933,900)	(1,054,900)	(1,078,400)	(23,500)	2.2%
Other revenues and recoveries	(179,300)	(188,300)	(195,600)	(7,300)	3.9%
Total Expenditures Less Recoveries	20,127,900	20,463,400	20,685,200	221,800	1.1%
Revenues					
RGI rent	(9,514,100)	(9,582,700)	(9,682,900)	(100,200)	1.0%
Market rent	(924,100)	(923,400)	(933,300)	(9,900)	1.1%
Recovery from TBDHC	(52,000)	-	-	-	n/a
Commercial rent and other revenue	(188,300)	(191,300)	(165,700)	25,600	-13.4%
Revenue generating projects	(152,400)	(152,400)	(140,000)	12,400	-8.1%
Total Revenues	(10,830,900)	(10,849,800)	(10,921,900)	(72,100)	0.7%
Financing					
To office building reserve fund	16,800	19,600	17,400	(2,200)	-11.2%
To capital reserve funds	2,258,800	2,342,500	2,436,100	93,600	4.0%
From capital reserve funds	-	-	(315,000)	(315,000)	n/a
Net Cost	11,572,600	11,975,700	11,901,800	(73,900)	-0.6%

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

Description	2015 Budget (\$)	2016 Budget (\$)	2017 Budget (\$)	2016 to 2017 Change (\$)	Change (%)
Repairs and maintenance	1,296,100	1,233,200	1,556,200	323,000	26.2%
Operating services	1,162,400	1,251,000	1,453,500	202,500	16.2%
Insurance	485,000	495,800	486,200	(9,600)	-1.9%
Gas	802,000	729,500	658,100	(71,400)	-9.8%
Electricity	2,018,900	2,241,300	2,321,100	79,800	3.6%
Water	1,104,300	1,284,200	1,389,300	105,100	8.2%
Municipal taxes	4,936,300	5,180,500	5,203,200	22,700	0.4%
Other	357,800	389,700	434,900	45,200	11.6%
Total Materials	12,162,800	12,805,200	13,502,500	697,300	5.4%

2017 Direct-Owned Housing Portfolio Capital Budget Overview

For budgeting purposes, the Direct-Owned Housing Portfolio Capital Budget includes planned expenditures that will be financed from the Capital Reserve Fund. For 2017, the direct-owned housing portfolio planned capital projects will have a focus on increased energy efficiency and enhanced security. Projects include the installation of high efficiency heating systems and water heaters, LED lighting retrofits and upgraded high definition security cameras and hardware. This focus is consistent with the strategic goal of providing green and environmentally friendly housing within a safe environment for tenants. The results will be reduced operating costs and greater tenant comfort and security. 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.

	2016 Budget	2017 Budget	Forecast			
			2018	2019	2020	2021
Public Housing (1,547 units)	2,316,500	2,158,000	2,706,000	2,773,000	3,651,000	4,313,400
Provincial Reformed (461 units)	934,000	798,000	1,118,700	924,000	2,456,250	2,413,300
Pre-86 (224 units)	451,000	246,000	500,000	1,315,800	561,000	543,700
Sequoia Park (52 units)	235,000	70,000	20,000	194,000	189,000	110,000
Andras Court (221 units)	113,000	322,000	1,590,000	1,460,000	1,260,000	710,000
8-Plex (16 units)	16,000	10,000	-	-	-	-
TOTAL (2,521 units)	\$ 4,065,500	\$ 3,604,000	\$ 5,934,700	\$ 6,666,800	\$ 8,117,250	\$ 8,090,400

	Forecast				
	2022	2023	2024	2025	2026
Public Housing (1,547 units)	4,331,000	2,206,500	3,159,000	2,090,000	1,375,000
Provincial Reformed (461 units)	1,621,000	1,502,000	1,772,000	787,000	775,000
Pre-86 (224 units)	544,000	493,000	337,000	355,000	-
Sequoia Park (52 units)	100,000	130,000	130,000	30,000	20,000
Andras Court (221 units)	1,060,000	410,000	330,000	10,000	120,000
8-Plex (16 units)	10,000	-	-	-	20,000
TOTAL (2,521 units)	\$ 7,666,000	\$ 4,741,500	\$ 5,728,000	\$ 3,272,000	\$ 2,310,000