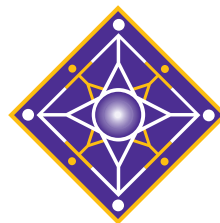


2018 OPERATING AND CAPITAL BUDGET



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

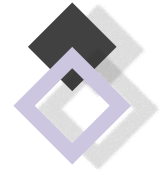
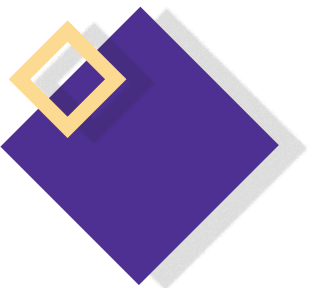


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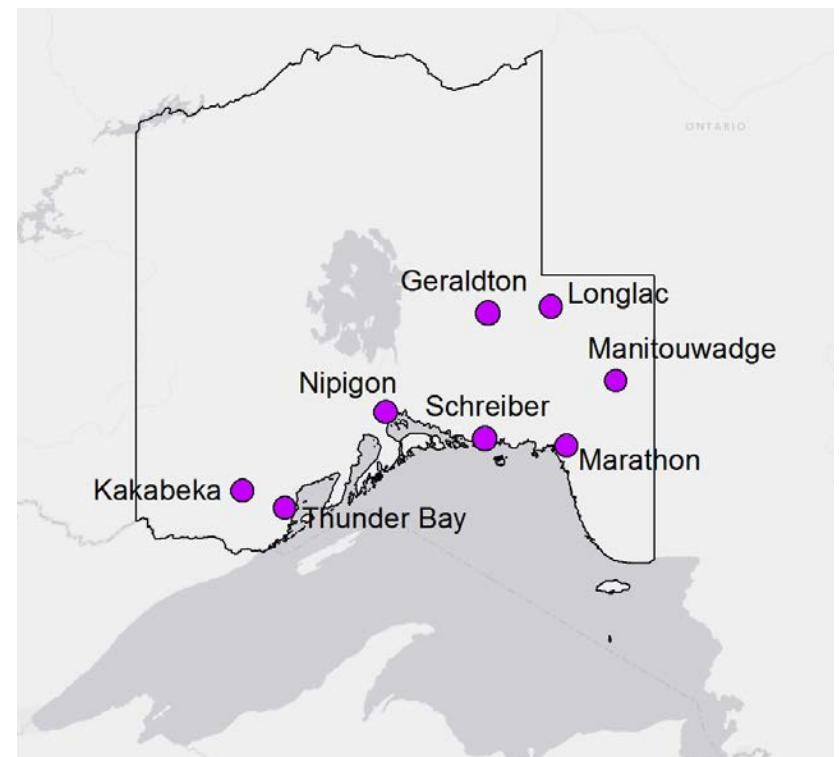
Organization Profile

The District of Thunder Bay Social Services Administration Board (TBDSSAB) administers and delivers provincially-mandated services on behalf of the citizens of the District of Thunder Bay, in an equitable and cost-effective manner. These services include administration and service system management of Child Care and Early Years Programs, Housing and Homelessness Programs, delivery of the Ontario Works (OW) Program, and the direct operation of 2,507 TBDSSAB-owned housing units.

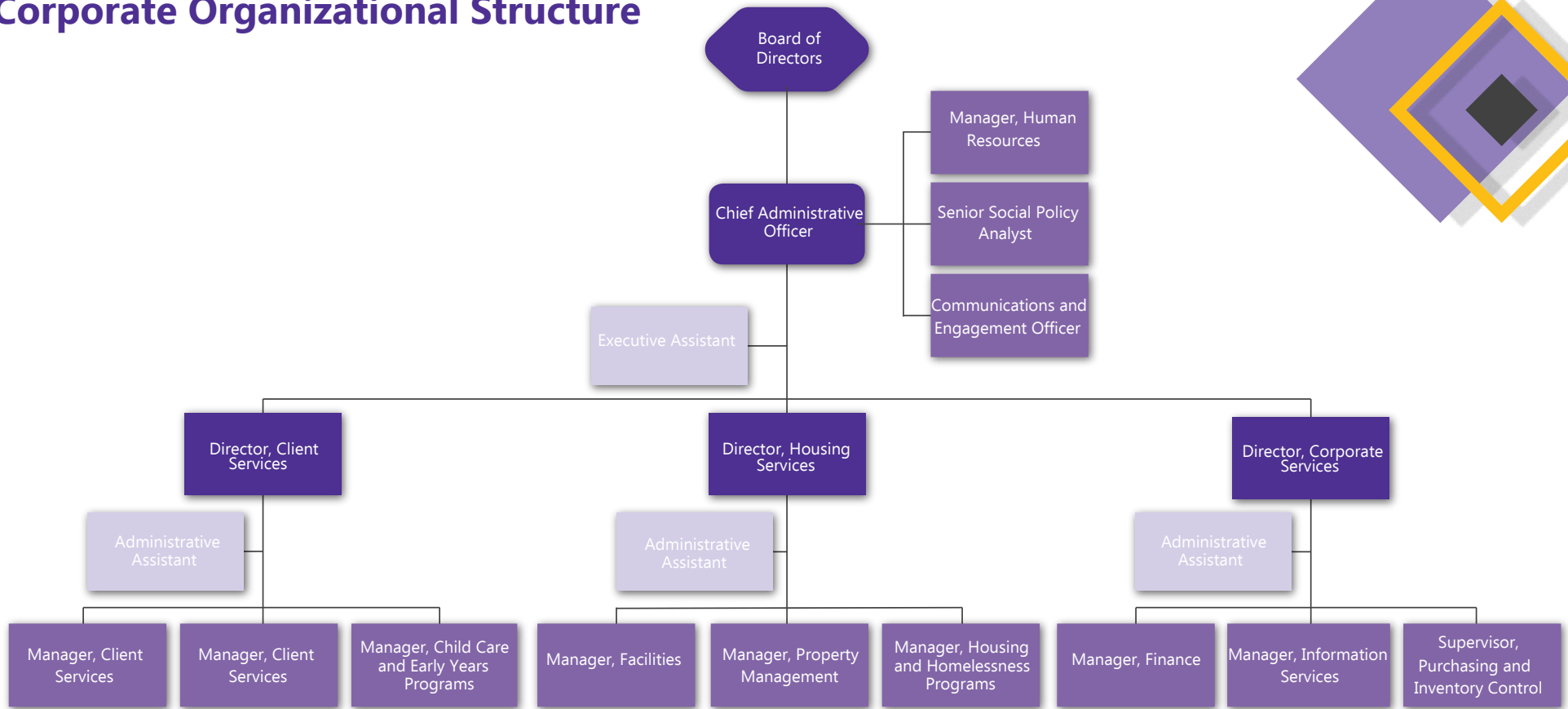
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

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

TBDSSAB Office Locations



Corporate Organizational Structure

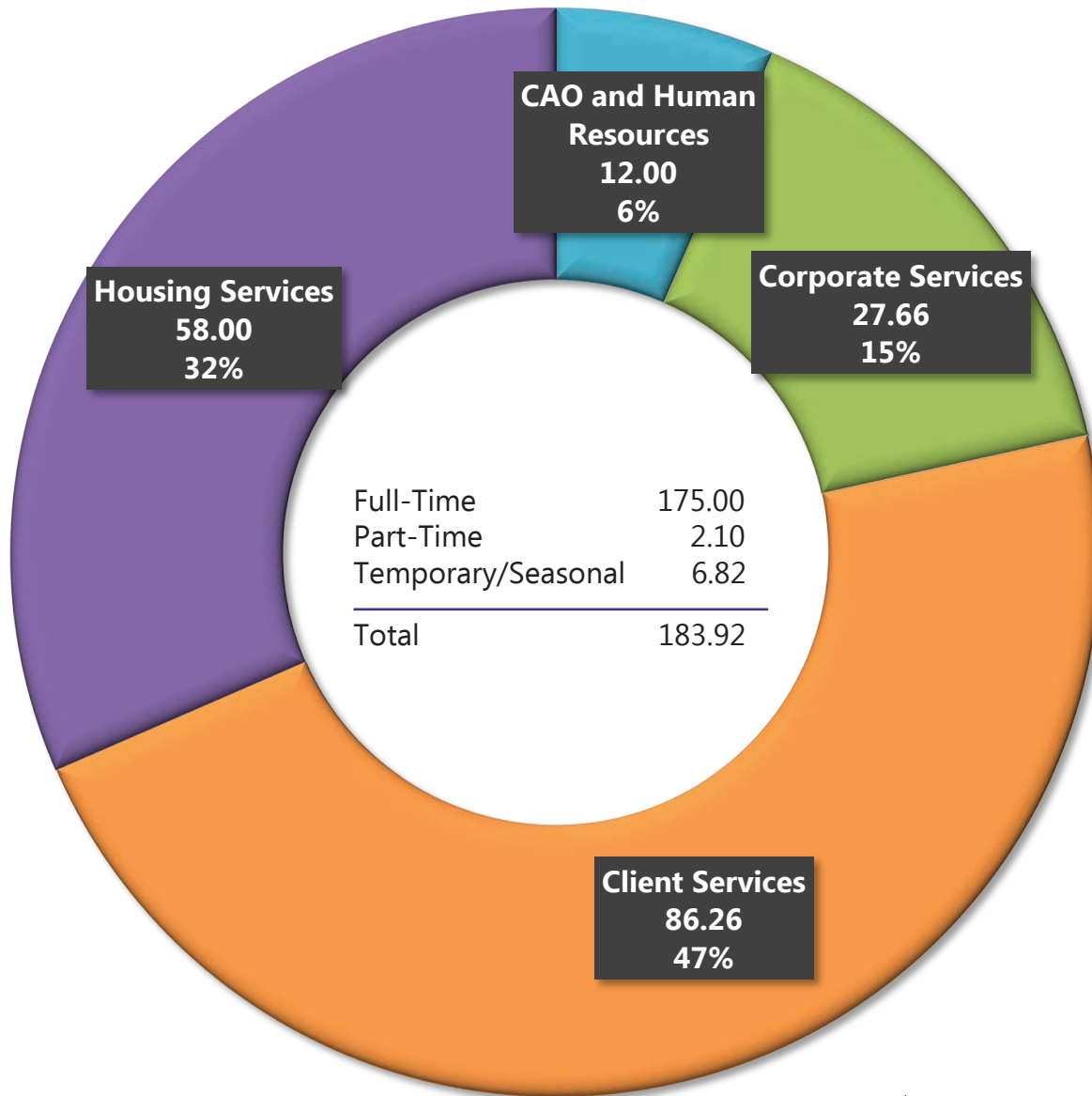


The Board of Directors is comprised of fourteen members. Thirteen are appointed by their respective municipal councils and one is an elected representative from the TWOMO. These elected officials serve on the Board of Directors from areas defined in the *District Social Services Administration Board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

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

Staff Complement

The TBDSSAB Budget includes a staff complement totalling 183.92 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement:



2018 expansion:
 +1.0 FTE Communications Assistant
2018 reduction:
 - 0.33FTE Human Resources Assistant

2018 expansion:
 +1.0 FTE Emergency Hostel Outreach Worker
 +1.0 FTE Child Care Programs Officer
2018 reduction:
 - 1.0 FTE Supervisor, Intake

2018 expansion:
 +2.0 FTE Tenant Support Co-Ordinator
 +1.0 FTE Homelessness Prevention Officer



Strategic Plan (2017 to 2020)

The Strategic Plan for the years 2017 through 2020 was developed and adopted by the Board of Directors 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 of Directors:



Budget Introduction

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

Operating Budget

Administration prepares an operating budget annually, comprising estimated revenues and operating costs for the forthcoming year. Factors considered in determining the estimates include program and service requirements, client needs, and provincial funding formulae. The TBDSSAB Operating Budget determines the annual municipal levy for that year. The Operating Budget for 2018 totals \$106,666,000.

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 the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund. 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 2018, the capital projects to be financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund total \$3,636,700.

Reserve Funds

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





2018 Operating Budget Overview

The total TBDSSAB Operating Budget of \$106.7 million represents a \$7.1 million increase over the prior year's budget of \$99.6 million. This increase is due primarily to increased financial assistance to Ontario Works (OW) clients, child care expansion, and the transfer of the EarlyON Child and Family Centres to TBDSSAB.

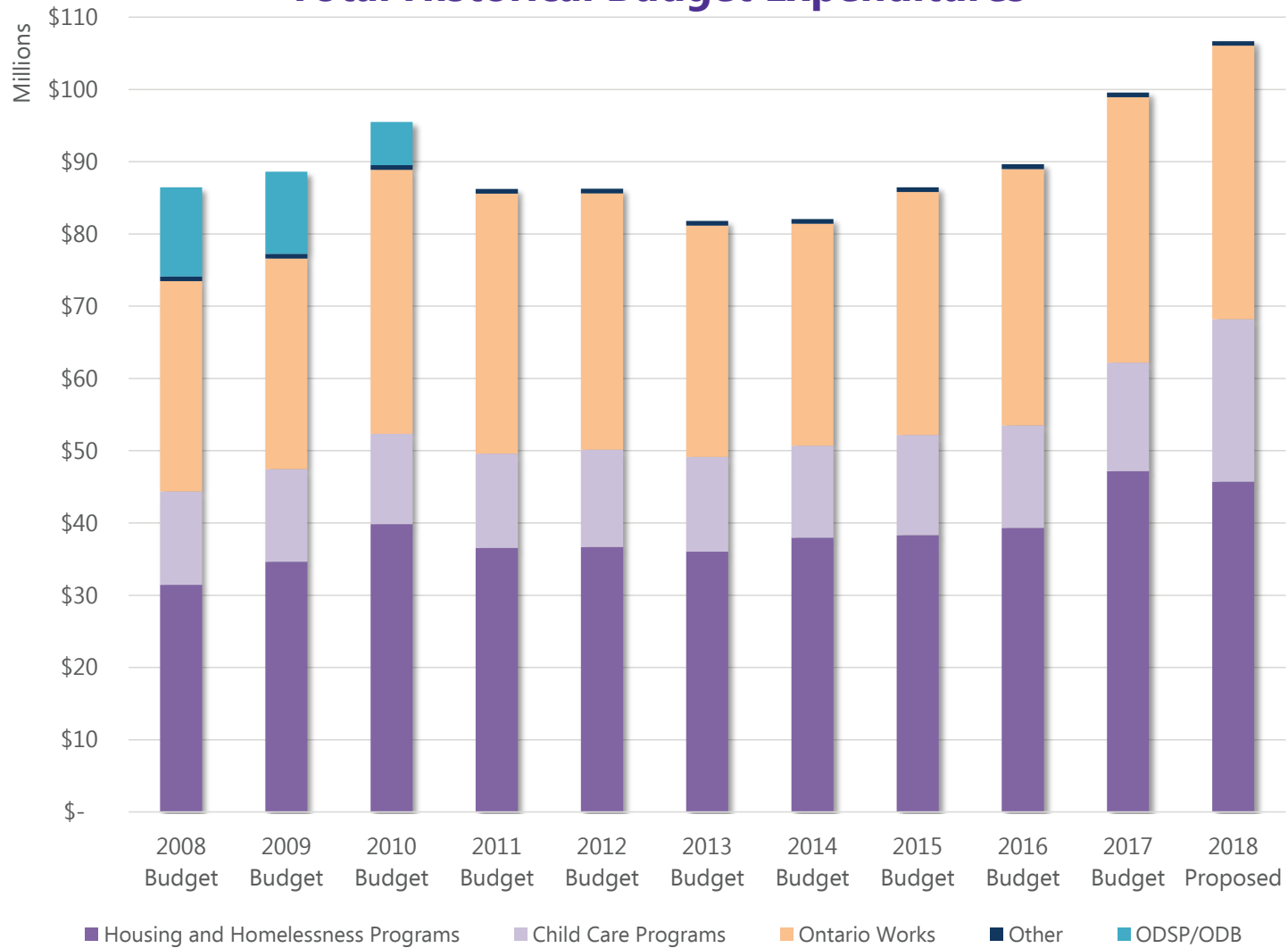


Operating Budget Overview	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Grants					
Ontario Works	29,809,000	31,769,100	33,696,900	1,927,800	6.1%
Child care	12,233,500	13,101,600	20,756,600	7,655,000	58.4%
Housing and homelessness	14,872,600	22,192,700	20,199,000	(1,993,700)	-9.0%
Total Grants	56,915,100	67,063,400	74,652,500	7,589,100	11.3%
Income Earned					
Income earned on unrestricted funds	84,000	84,000	84,000	-	0.0%
Income earned on reserve funds	200,000	200,000	200,000	-	0.0%
Total Income Earned	284,000	284,000	284,000	-	0.0%
Rents and other revenues	10,849,800	10,921,900	11,221,800	299,900	2.7%
Levy to municipalities and TWOMO	24,012,000	23,510,000	22,806,700	(703,300)	-3.0%
From (to) CSRP reserve fund	118,100	118,100	30,000	(88,100)	-74.6%
From (to) employment compensation and benefits reserve fund	-	35,000	65,000	30,000	85.7%
From (to) levy stabilization reserve fund	-	-	65,000	65,000	n/a
From (to) office building reserve fund	(102,800)	(91,500)	(110,500)	(19,000)	-20.8%
From (to) OW client benefits reserve fund	104,300	48,600	-	(48,600)	-100.0%
From (to) direct-owned housing portfolio capital replacement reserve fund	(2,342,500)	(2,121,100)	(2,148,500)	(27,400)	-1.3%
From (to) reserve funds	(200,000)	(200,000)	(200,000)	-	0.0%
Total Financing	89,638,000	99,568,400	106,666,000	7,097,600	7.1%
Expenditures					
Ontario Works	35,493,100	36,731,600	37,869,400	1,137,800	3.1%
Child care programs	14,154,100	15,021,600	22,495,200	7,473,600	49.8%
Housing and homelessness programs	39,335,400	47,159,800	45,711,500	(1,448,300)	-3.1%
Other	655,400	655,400	589,900	(65,500)	-10.0%
Total Expenditures	89,638,000	99,568,400	106,666,000	7,097,600	7.1%

Budget Expenditures

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

Total Historical Budget Expenditures



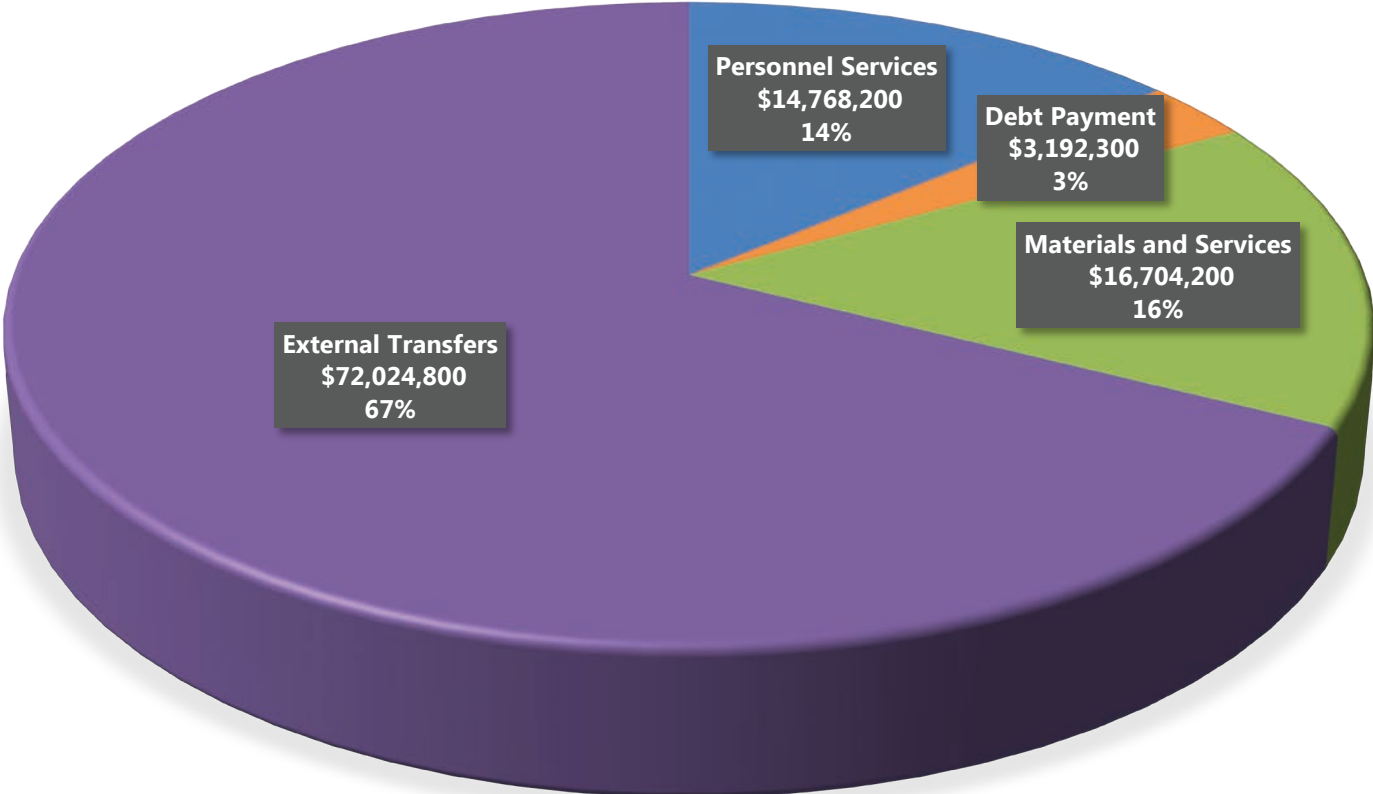
Prior to 2011, TBDSSAB was also responsible for a portion of the Province’s Ontario Disability Support Program (ODSP) and Ontario Drug Benefit (ODB) Program costs. The cost of these programs was fully uploaded to the Province in 2011.

The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families at \$72.0 million (67% of the total). When combined with the materials and services, which include uncontrollable costs related to municipal property taxes (\$5.3 million) and utilities (\$3.8 million) for direct-owned housing properties, these three categories account for 83% (\$88.7 million) of the total approved Budget.

Personnel services accounts for 14% (\$14.8 million) of the total TBDSSAB budget.

The remaining 3% (\$3.2 million) of the budget is required to service the long-term debt of owned properties.

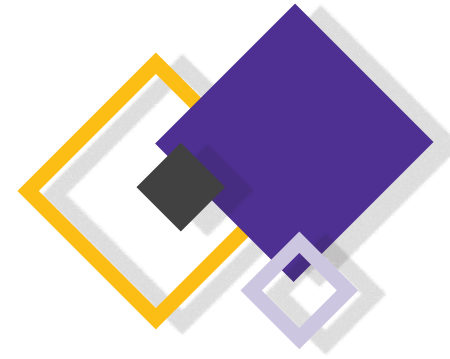
Budget Expenditures by Type



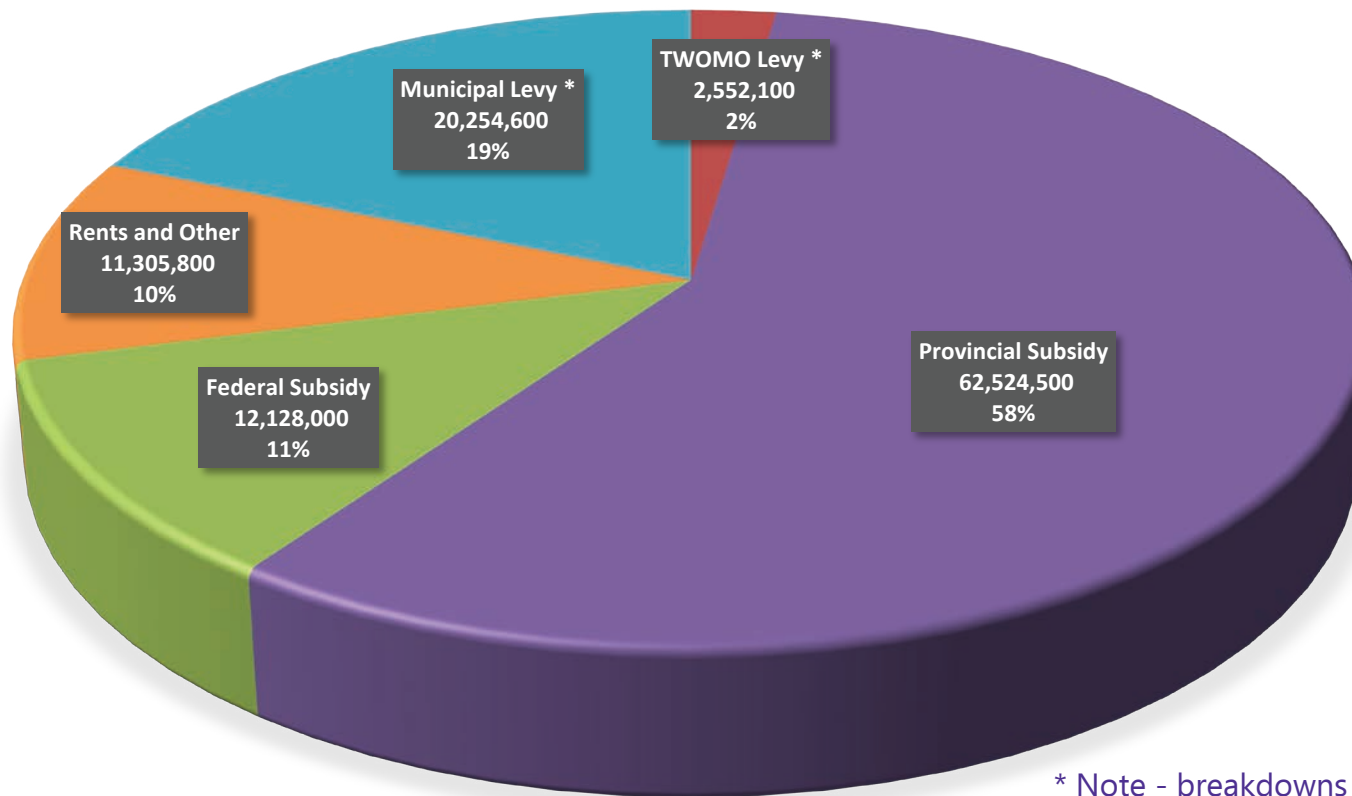
TBDSSAB is funded through the following revenue sources:

- Levies for TWOMO (which are billed to the Province) total 2% (\$2.6 million).
- Provincial funding accounts for the single largest category at 58% (\$62.5 million).
- Federal funding accounts for an additional 11% (\$12.1 million) of funding.
- Tenant rents account for 10% (\$11.3 million) in 2018.
- The levies to municipalities represent 19% (\$20.3 million) of the funding.

Overall, 71% of TBDSSAB revenues are from senior levels of government.



Revenues by Type

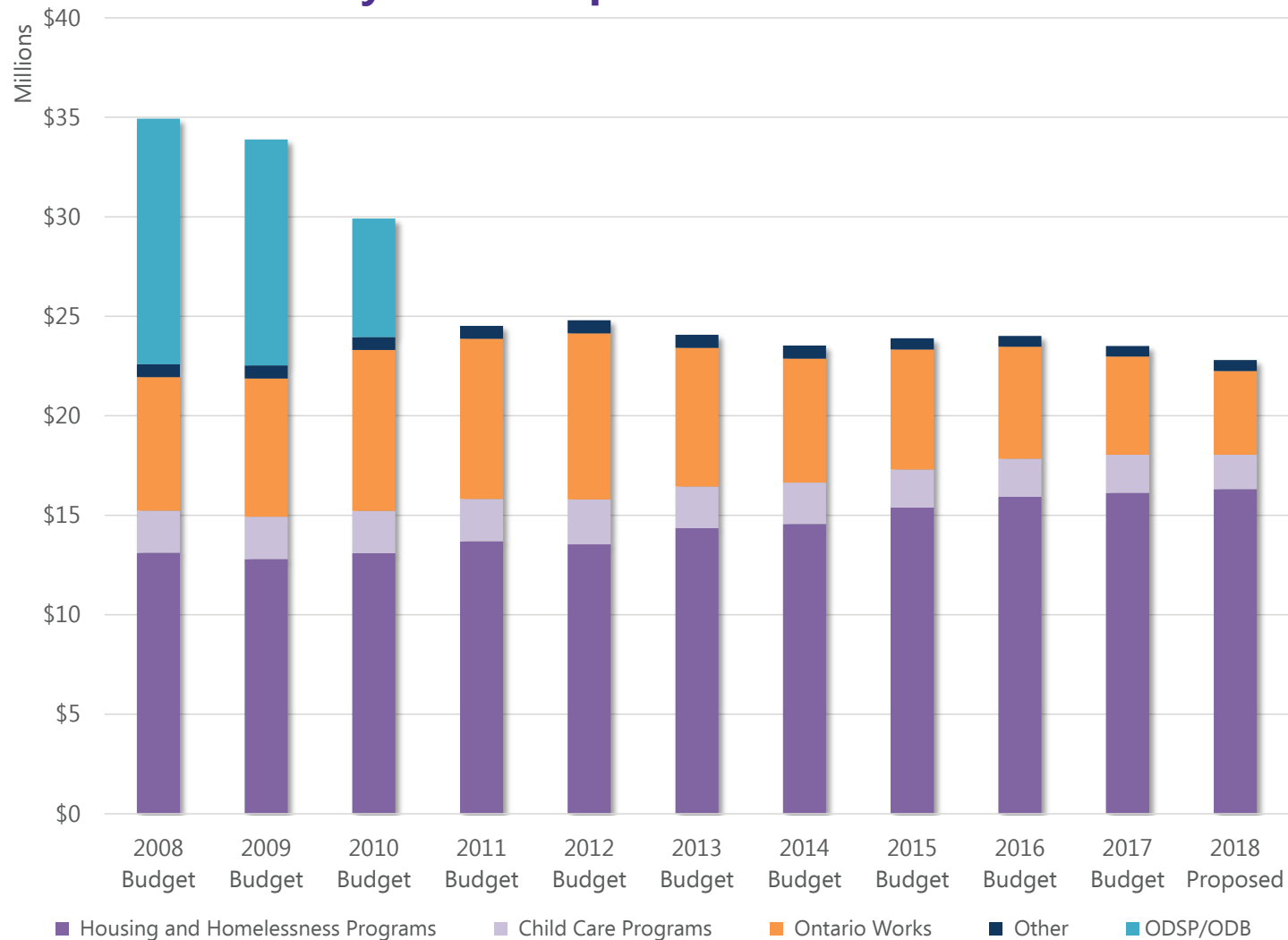


* Note - breakdowns between Municipal and TWOMO levy are estimated. Amounts to be determined once the 2018 weighted assessment is calculated.



Effective January 1, 2018, the cost of OW financial and employment assistance is fully uploaded to the Province. The chart provides a breakdown of the levy by program since 2008, when the uploading of the ODSP and ODB began.

Levy to Municipalities and TWOMO

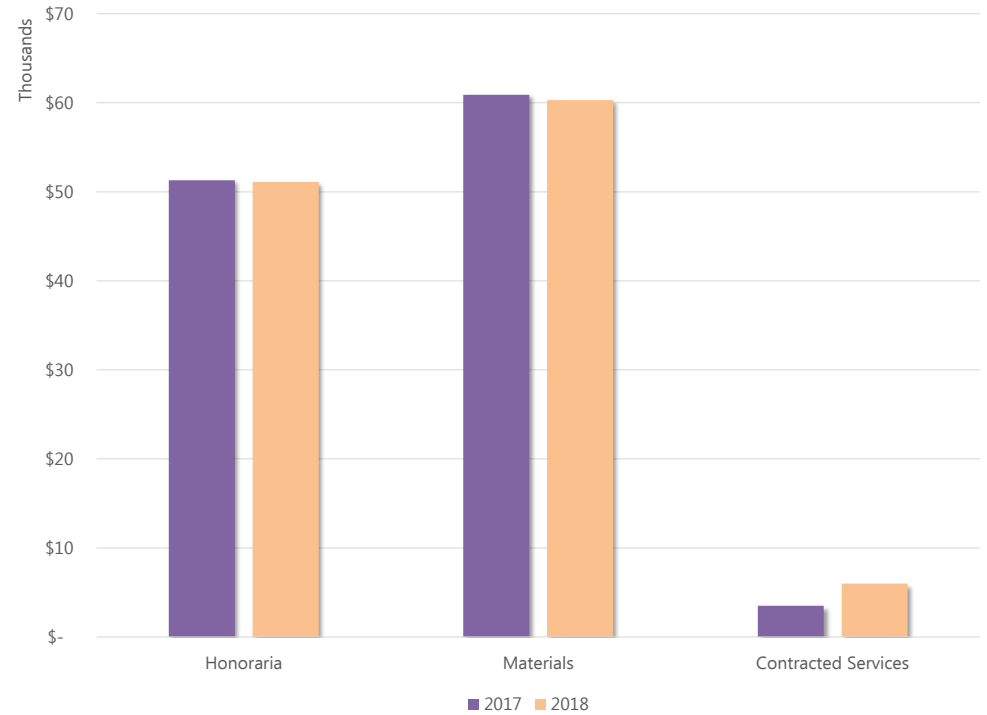
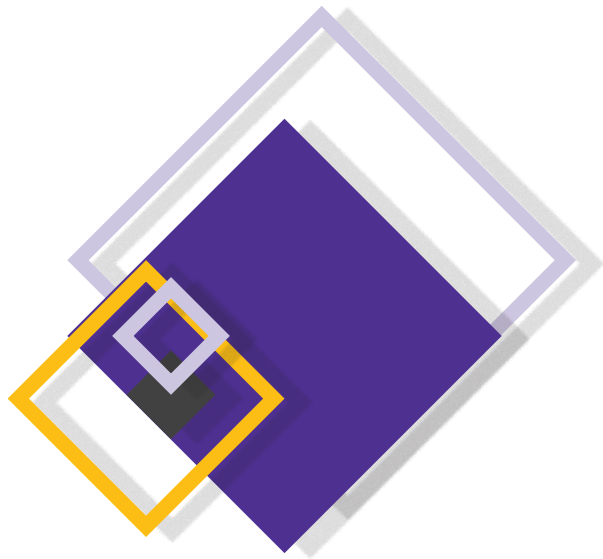




The District of Thunder Bay Social Services Administration Board of Directors

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





Board of Directors Expenditures	2016 Budget (\$)	2017 Budget (\$)	2018				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
Expenditures							
Honoraria	53,900	51,300	51,100	-	-	51,100	-0.4%
Materials	73,500	60,900	60,300	-	-	60,300	-1.0%
Contracted services	21,700	3,500	6,000	-	-	6,000	71.4%
Total Expenditures	149,100	115,700	117,400	-	-	117,400	1.5%



Office of the Chief Administrative Officer (CAO)

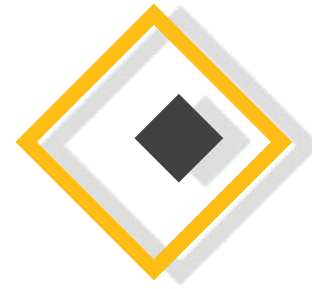
Responsible for the overall operation of the organization and implementation of the Board's Strategic Direction.

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

Responsible for the implementation of the communications and engagement plan.

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



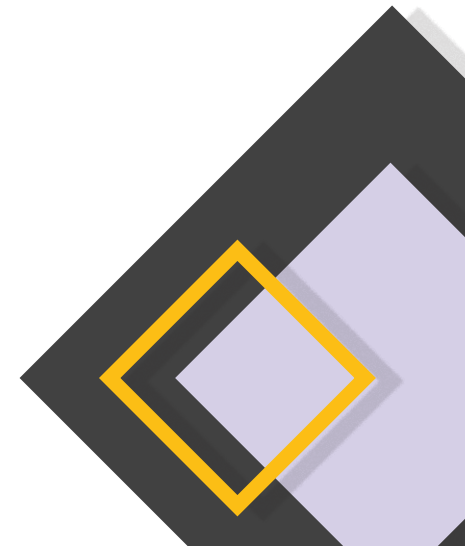


Strategic Plan Deliverables

- Ensure the practical vision of the TBDSSAB is carried out: to maintain a healthy organization that provides excellent services leading to successes for people that we serve.
- Workplace wellness and employee recognition programming has been developed to recognize the distinct needs of employees who work in a social service environment and to address current environmental needs of the workforce.

Key Goals and Objectives

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



Office of the Chief Administrative Officer

Major Initiatives Planned for 2018

Communications and Engagement

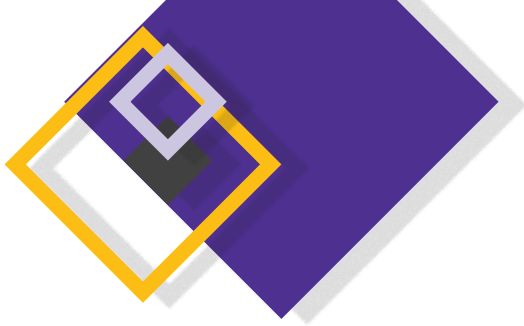
- Continue with the implementation of more robust communications with clients/tenants, stakeholders and staff. This will include a mobile-friendly website and increased social media presence.
- Facilitate increased engagement with residents and service recipients. This will be done using community forums, surveys, and an improved presence on social media.
- Develop a more appropriate complaint policy for Board of Directors approval.
- The CAO will continue to participate in various provincial and regional tables to advance the positions adopted by the Board of Directors.

Human Resources

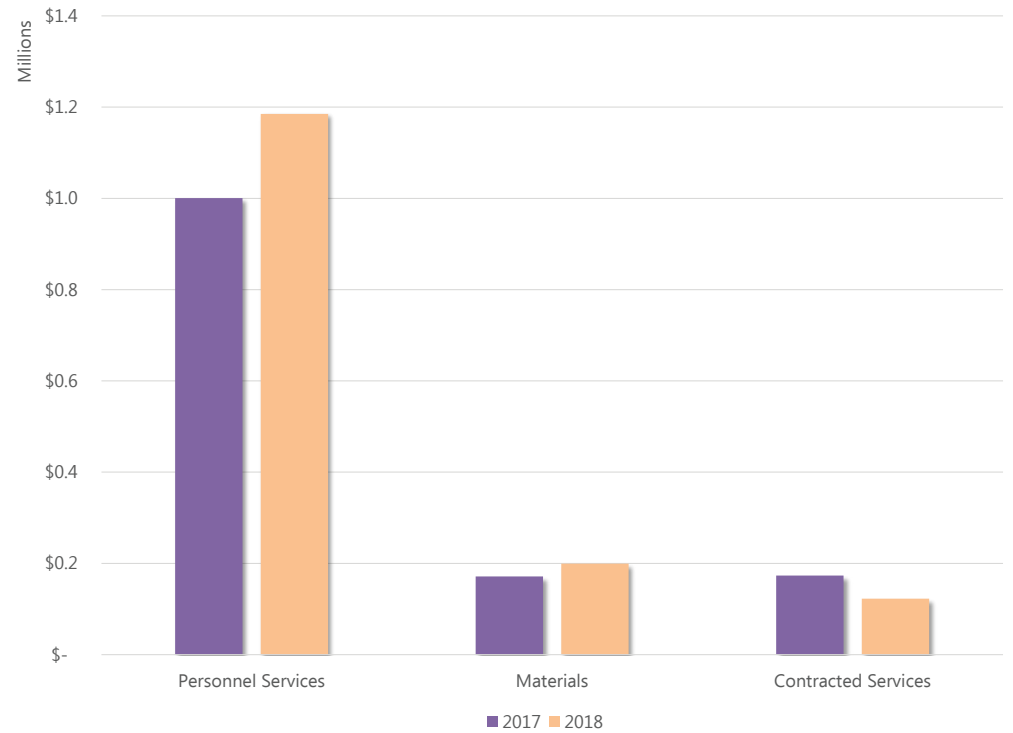
- Enhance the employee orientation program by developing a section on cultural safety, client diversity and organizational values.
- Deliver cultural competency training to all staff and create a library of resources and tools on cultural safety and service excellence.
- Enhance the recruitment and selection program by increasing TBDSSAB's presence at career fairs and community events and developing a recruitment and selection guide for management.

Policy and Research

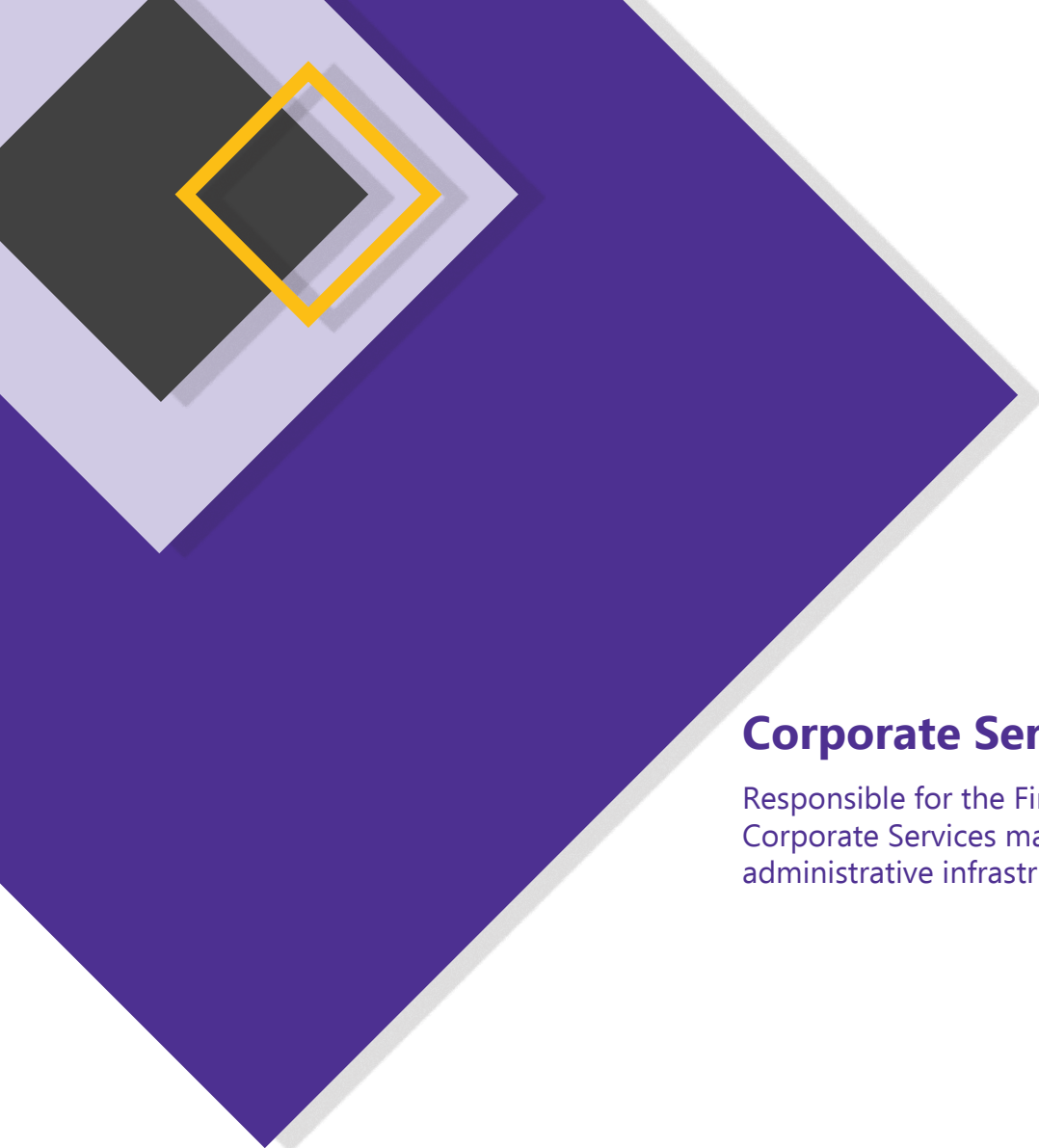
- The development of 3 position papers for the Board of Directors' approval.
- Data collection to support child care service system mapping and analysis of Early Development Instrument data.
- Tenant and client survey data collection.



Staff Complement	2017 Budget	2018 Budget
Full-Time	11.00	12.00
Part-Time	-	-
Temporary	0.33	-
Total	11.33	12.00



Office of the CAO Expenditures	2016 Budget (\$)	2017 Budget (\$)	2018				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
Expenditures							
Personnel services	925,000	1,000,500	1,136,800	(19,500)	67,900	1,185,200	18.5%
Materials	160,700	171,200	199,400	-	-	199,400	16.5%
Contracted services	126,100	173,300	122,800	-	-	122,800	-29.1%
Total Expenditures	1,211,800	1,345,000	1,459,000	(19,500)	67,900	1,507,400	12.1%



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.
- Development and implementation of a comprehensive internal audit program to continuously monitor and measure management processes across the organization with a view to continuous improvement.
- 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 and 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.

Corporate Services Division

Major Initiatives Planned for 2018

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

Continue to develop elements of a Risk Management Framework and processes 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 of Directors.

Financial management and communication

Monitor the new variance reporting process and presentation format for the Board of Directors to support effective decision-making.

Continuous improvement

Internal process and interface reviews to be conducted including implementation of a new Allocated Central Administration model.

Information Services

Continuous improvement

Upgrading the Enterprise Resource Planning solution (NAV).

Enhanced communication

Design, procure, and implement a new telecommunication system to maximize communication effectiveness.

Enhance internal management processes

Development of an electronic Change of Status process to enhance the effectiveness of changes in employees' transitions.

Purchasing & Inventory Control

Procure to pay

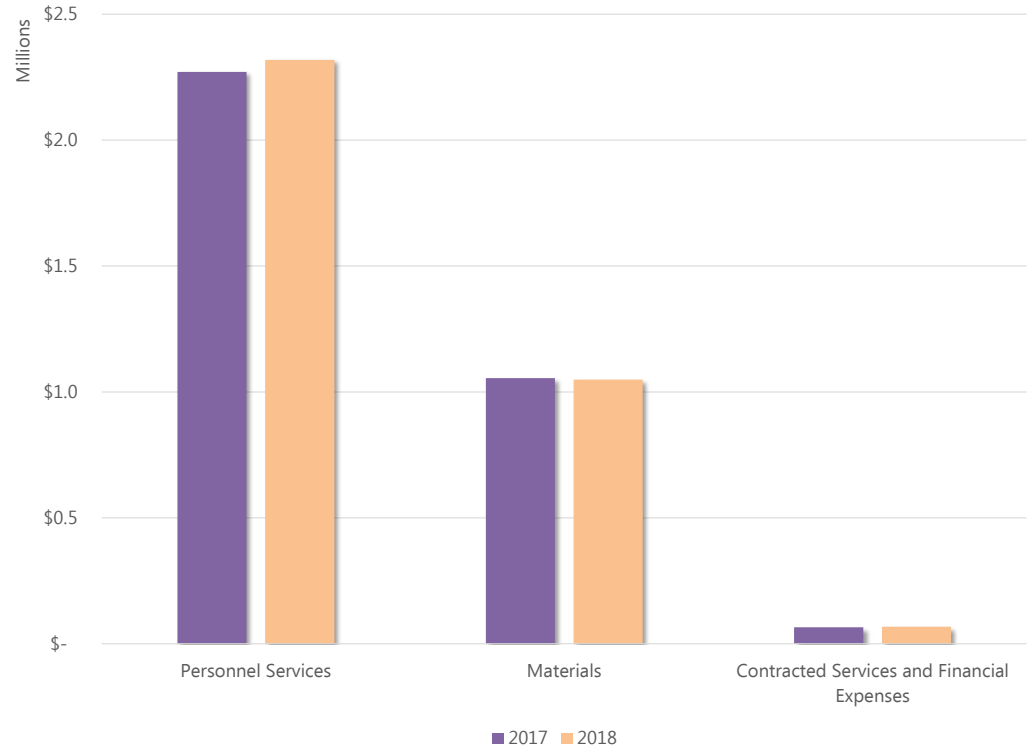
Support effective implementation of procure to pay system to maximize continuous improvement within the purchasing processes.

Monitor and measure compliance and Key Performance Indicators.

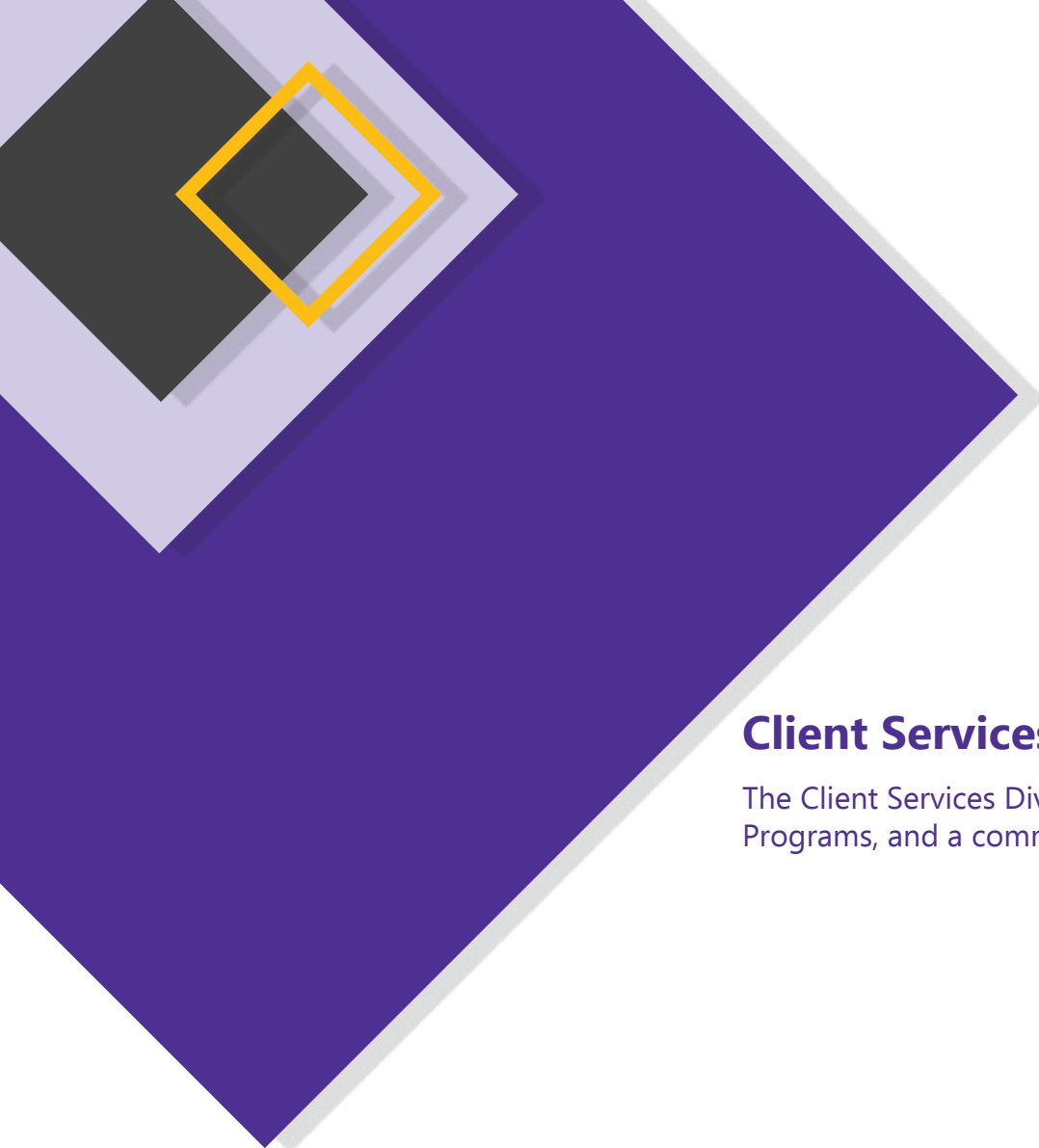
Inventory Control System

Continue to develop a robust Inventory Control System.

Staff Complement	2017 Budget	2018 Budget
Full-Time	27.00	27.00
Part-Time	-	-
Temporary	0.66	0.66
Total	27.66	27.66



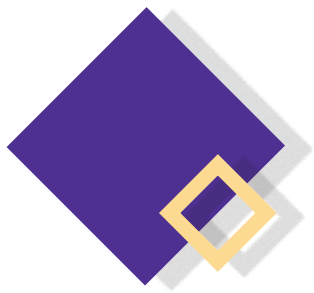
Corporate Services Expenditures	2016 Budget (\$)	2017 Budget (\$)	2018				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
Expenditures							
Personnel services	2,275,100	2,271,100	2,318,900	-	-	2,318,900	2.1%
Materials	1,032,300	1,055,000	1,049,300	-	-	1,049,300	-0.5%
Contracted services	53,300	50,400	49,900	-	-	49,900	-1.0%
Rents and financial expenses	17,600	14,900	17,500	-	-	17,500	17.4%
Total Expenditures	3,378,300	3,391,400	3,435,600	-	-	3,435,600	1.3%



Client Services Division

The Client Services Division focuses on delivery of OW, Child Care and Early Years Programs, 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.

Co-ordinated client-focused service

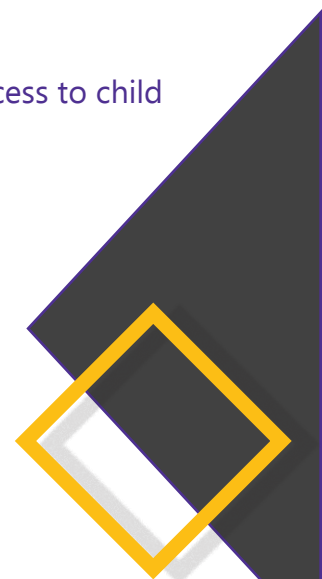
This will foster healthy relationships between clients and staff, allowing for effective services and for a positive first impression of the organization. The vision is for a one-door approach to client interactions.

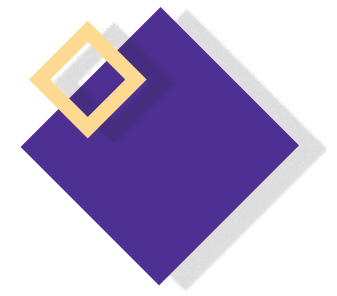
Community resources and partnerships

Some programs in the community are already established, providing an opportunity for partnerships to more effectively achieve client outcomes and to reduce the duplication of programs.

Enhanced Early Years' programming

With a focus on children and families, ensuring quality child care, effective early years' environments, maximizing access to child care and early years' programming, and enhancing sustainability of the sector.





Client Services Division

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

- To assist people to realize their goal of financial independence from social assistance through employment.
- To maximize excellent service through streamlined processes.
- To 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.
- To enhance TBDSSAB visibility in the employment network and ensure that targeted community employers know the TBDSSAB has potential employees and initiatives to support the early stages of work placements.
- To improve OW recipients' employability factors.
- To provide targeted training programs linked to employability factors that are sustainable.
- To provide specialized Addiction Services Initiatives that assist clients with alcohol and drug treatment, and support them toward self-sufficiency by focusing on soft skills and employability factors required for essential work-life balance.

Child Care and Early Years Objectives

- To maximize appropriate accessibility for children and families by focusing on data and occupancy within the Child Care and Early Years' sectors.
- To maximize engagement with the Child Care and Early Years' communities, through clear communication and responsiveness to operators and others in that sector.
- To maximize sustainability within the Child Care and Early Years' systems.
- To maximize quality Child Care and Early Years' programming and ensure best practises within those systems.





Ontario Works

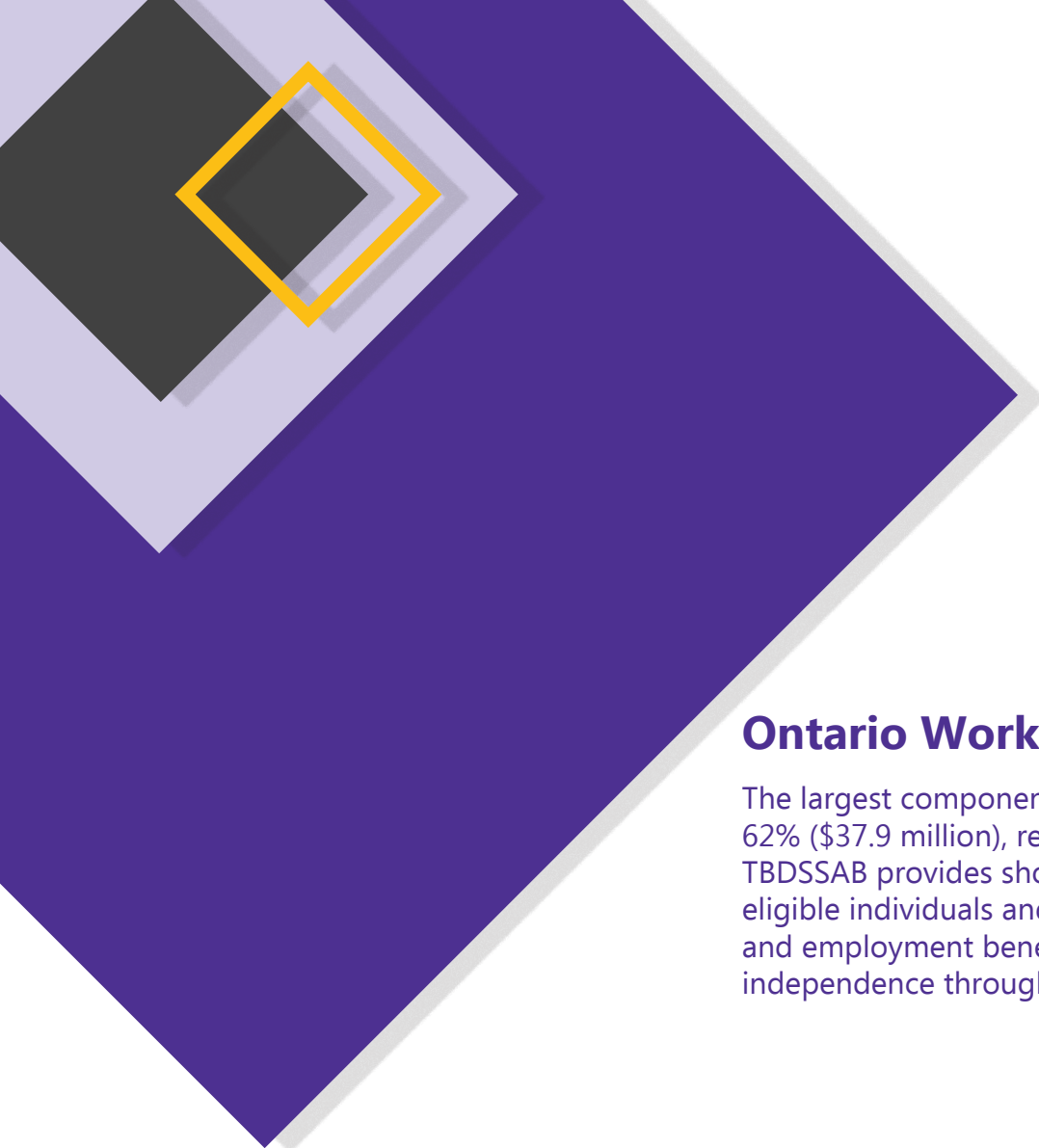
- Continue to ensure employment assessments are administered and continually re-assessed with individuals to enhance their labour market readiness.
- Undertake a system review of internal processes in conjunction with the Social Assistance Modernization Strategy.
- Continue to enhance case management to meet the employment and life skills' needs of clients. Work with clients and employers before, during, and after placement into employment.
- Review and prioritize programming and training to meet the identified needs of individuals and the labour market.
- Refer appropriate individuals to programming to build their employment skills and the soft skills required for successful work-life stability.
- Continue to provide assistance to individuals with significant barriers to employment by identifying and building skills to meet labour market trends.

Integrated Intake Services

- Ensure clients experience a "one-door" approach to all TBDSSAB services, and that services are client-centered, and responsive to the diverse population.
- Ensure clients requiring multiple services are supported through active identification of needs.
- Ensure Intake staff champion all programs and services at the TBDSSAB, and deliver a respectful and efficient customer-service experience to patrons, vendors and the public in all face-to-face, online or telephone-service interactions.
- Review all Intake stations with the goal of providing excellent client-centered customer service that is efficient and sustainable.

Child Care and Early Years

- To ensure the most accurate data, and establish a comprehensive process to manage the Central Wait-List data so that the service system accurately aligns with capacity.
- Develop an engagement strategy to maximize engagement with operators and the broader child care and early years' community.
- To build on the 2016 Child Care Service Plan by developing a Child Care Early Years' Service System Plan that supports a sustainable, integrated, quality child care and early years' system.



Ontario Works

The largest component of the Client Services Division budget, representing 62% (\$37.9 million), relates to the provision of OW programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits to assist eligible recipients reach financial independence through employment.



Ontario Works	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Client allowances and benefits	23,812,100	25,069,400	25,972,000	902,600	3.6%
Program delivery and employment assistance	10,971,900	10,953,300	11,187,100	233,800	2.1%
Addiction services initiative	709,100	708,900	710,300	1,400	0.2%
Total Expenditures	35,493,100	36,731,600	37,869,400	1,137,800	3.1%
Grants					
Provincial grants - Ontario Works	(29,809,000)	(31,769,100)	(33,696,900)	(1,927,800)	6.1%
Financing					
From client benefits reserve fund	(104,300)	(48,600)	-	48,600	-100.0%
From employment compensation and benefits reserve fund	-	(35,000)	(35,000)	-	0.0%
To office building reserve fund	77,000	68,600	82,900	14,300	20.8%
Total Financing	(29,836,300)	(31,784,100)	(33,649,000)	(1,864,900)	5.9%
Cost to be Levied	5,656,800	4,947,500	4,220,400	(727,100)	-14.7%



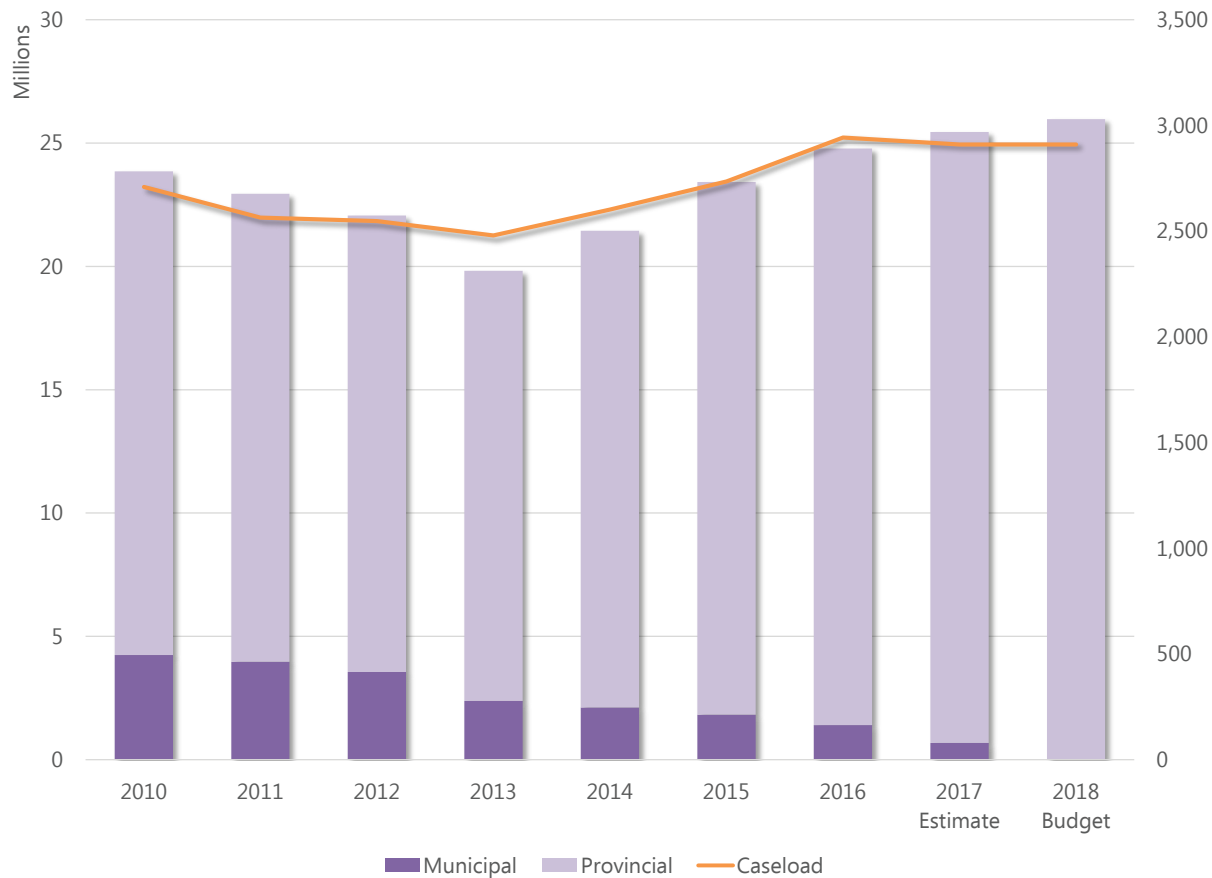
Ontario Works Financial Assistance

The OW Financial Assistance Budget is based on Social Assistance rates set by the Province for eligible individuals and families.

Ontario Works Financial Assistance	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Basic allowance	13,141,100	13,084,700	13,914,900	830,200	6.3%
Shelter	11,913,300	12,299,000	12,408,700	109,700	0.9%
Start-up benefits	165,900	174,600	175,800	1,200	0.7%
Health-related benefits	564,100	384,100	351,600	(32,500)	-8.5%
Mandatory special necessities	265,500	314,300	316,400	2,100	0.7%
Special assistance	962,400	1,082,500	984,500	(98,000)	-9.1%
Transitional child benefit	265,500	384,100	105,500	(278,600)	-72.5%
Total Expenditures	27,277,800	27,723,300	28,257,400	534,100	1.9%
Client Revenue & Recovery					
Income revenue	(1,281,400)	(1,571,400)	(1,265,800)	305,600	-19.4%
OW recovery	(1,592,900)	(384,100)	(597,700)	(213,600)	55.6%
Repayments & reimbursements	(591,400)	(698,400)	(421,900)	276,500	-39.6%
Total Client Revenue & Recovery	(3,465,700)	(2,653,900)	(2,285,400)	368,500	-13.9%
Gross Cost For Cost Sharing	23,812,100	25,069,400	25,972,000	902,600	3.6%
Grants					
Provincial grants - Ontario Works	(22,492,700)	(24,388,700)	(25,972,000)	(1,583,300)	6.5%
Financing					
From OW client benefits reserve fund	(104,300)	(48,600)	-	48,600	n/a
Cost to be Levied	1,215,100	632,100	-	(632,100)	n/a

The estimated TBDSSAB OW caseload in 2017 is materially the same as the prior year (2,943 cases). It is anticipated that the 2018 caseload will remain consistent with the 2017 level. The 2017 Provincial Budget increased certain Social Assistance rates by 2.0%, beginning in October 2017. Factoring these approved provincial adjustments into the 2018 budget will increase gross costs by \$902,600. However, as a result of the provincial cost uploading of financial assistance, the municipal share will be eliminated in 2018, equating to savings of \$632,100 for municipalities and TWOMO.

Ontario Works Caseload and Budget



The Board of Directors approved a strategy to gradually utilize the OW Benefits Reserve Fund to reduce the municipal share of OW financial assistance until costs were fully uploaded. This Reserve Fund will be fully exhausted by the end of 2017.

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. In 2018, 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, reviewing employers' responsibilities and TBDSSAB programming so that they complement each other, ensuring successful placements.

Ontario Works Program Delivery and Employment Assistance Services	2016 Budget (\$)	2017 Budget (\$)	2018 Budget (\$)	2017 to 2018	
				Change (\$)	Change (%)
Expenditures					
Personnel services	4,634,200	4,508,200	4,627,700	119,500	2.7%
Materials and services	370,400	404,300	429,400	25,100	6.2%
Rents and financial expenses	81,300	83,600	86,200	2,600	3.1%
External transfers - persons	1,396,200	1,456,700	1,347,300	(109,400)	-7.5%
Internal administrative expense	3,962,200	3,977,000	4,156,200	179,200	4.5%
Imputed rent recovery	930,300	949,000	963,400	14,400	1.5%
Total Expenditures	11,374,600	11,378,800	11,610,200	231,400	2.0%
Recoveries					
From Community Social Reinvestment Program	(65,500)	(65,500)	-	65,500	-100.0%
From homelessness programs	(172,900)	(189,100)	(303,200)	(114,100)	60.3%
Other revenues and recoveries	(164,300)	(170,900)	(119,900)	51,000	-29.8%
Total Expenditures Less Recoveries	10,971,900	10,953,300	11,187,100	233,800	2.1%
Grants					
Provincial grants - Ontario Works	(6,630,600)	(6,680,200)	(7,011,300)	(331,100)	5.0%
Financing					
From employment compensation and benefits reserve fund	-	(35,000)	(35,000)	-	0.0%
To office building reserve fund	74,900	66,800	79,600	12,800	19.2%
Cost to be Levied	4,416,200	4,304,900	4,220,400	(84,500)	-2.0%

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 2018 is essentially 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 program is subject to the provincial cost upload, therefore, the municipal share has been eliminated in 2018.

Addiction Service Initiative	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Personnel services	220,100	235,200	240,300	5,100	2.2%
Materials and services	244,800	256,700	263,300	6,600	2.6%
External transfers - persons	171,700	143,300	132,800	(10,500)	-7.3%
Internal administrative expense	51,500	52,400	50,800	(1,600)	-3.1%
Imputed rent recovery	25,500	26,000	26,400	400	1.5%
Total Expenditures	713,600	713,600	713,600	-	0.0%
Recoveries					
Other revenues and recoveries	(4,500)	(4,700)	(3,300)	1,400	-29.8%
Total Expenditures Less Recoveries	709,100	708,900	710,300	1,400	0.2%
Grants					
Provincial grants - Ontario Works	(685,700)	(700,200)	(713,600)	(13,400)	1.9%
Financing					
To office building reserve fund	2,100	1,800	3,300	1,500	83.3%
Cost to be Levied	25,500	10,500	-	(10,500)	-100.0%



Child Care and Early Years Programs

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



Child Care and Early Years Programs	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Fee subsidy	5,026,400	5,034,200	4,930,100	(104,100)	-2.1%
Special needs resourcing	1,590,600	1,590,600	1,590,600	-	0.0%
General operating	4,176,600	4,452,100	4,612,900	160,800	3.6%
Occupancy incentive (formerly "Utilization")	500,000	300,000	300,000	-	0.0%
Fee stabilization support	-	-	81,400	81,400	n/a
Wage enhancement	450,000	1,050,000	1,133,700	83,700	8.0%
Expansion plan	-	-	3,346,100	3,346,100	n/a
Early Learning Child Care (ELCC)	-	-	1,304,100	1,304,100	n/a
Journey Together	-	-	1,348,100	1,348,100	n/a
Other	360,400	297,500	253,300	(44,200)	-14.9%
EarlyON	985,500	1,146,400	2,375,400	1,229,000	107.2%
Administration	1,064,600	1,150,800	1,219,500	68,700	6.0%
Total Expenditures	14,154,100	15,021,600	22,495,200	7,473,600	49.8%
Grants					
Provincial grants - child care	(10,933,600)	(11,728,000)	(11,912,800)	(184,800)	1.6%
Provincial grants - child care (EarlyON)	(799,900)	(960,800)	(2,375,400)	(1,414,600)	147.2%
Provincial grants - child care (mitigation)	(500,000)	(412,800)	(378,400)	34,400	-8.3%
Provincial grants - child care (expansion)	-	-	(3,437,800)	(3,437,800)	n/a
Provincial grants - child care (Journey Together)	-	-	(1,348,100)	(1,348,100)	n/a
Federal grants - child care (ELCC)	-	-	(1,304,100)	(1,304,100)	n/a
Financing					
From employment compensation and benefits reserve fund	-	-	(4,800)	(4,800)	n/a
To office building reserve fund	6,200	5,500	6,600	1,100	20.0%
Total Financing	(12,227,300)	(13,096,100)	(20,754,800)	(7,658,700)	58.5%
Cost to be Levied	1,926,800	1,925,500	1,740,400	(185,100)	-9.6%

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, seeking efficiencies and areas for improvement. The four priority areas within the Child Care Budget include Fee Subsidy, Special Needs Resources, General Operating and EarlyON Child and Family Centres.

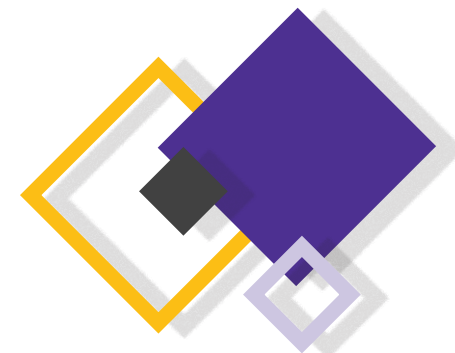
Fee Subsidy

Fee Subsidy is income-tested financial assistance provided toward 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. TBDSSAB rates will increase in 2018 as follows:

TBDSSAB Maximum Child Care Daily Rates			
	2017 Rates	2018 Rates	Increase
Infant	\$67	\$68	1.5%
Toddler	\$50	\$51	2.0%
Pre-School	\$44	\$45	2.3%
Kindergarten	\$40	\$40	0.0%
School Age	\$36	\$36	0.0%

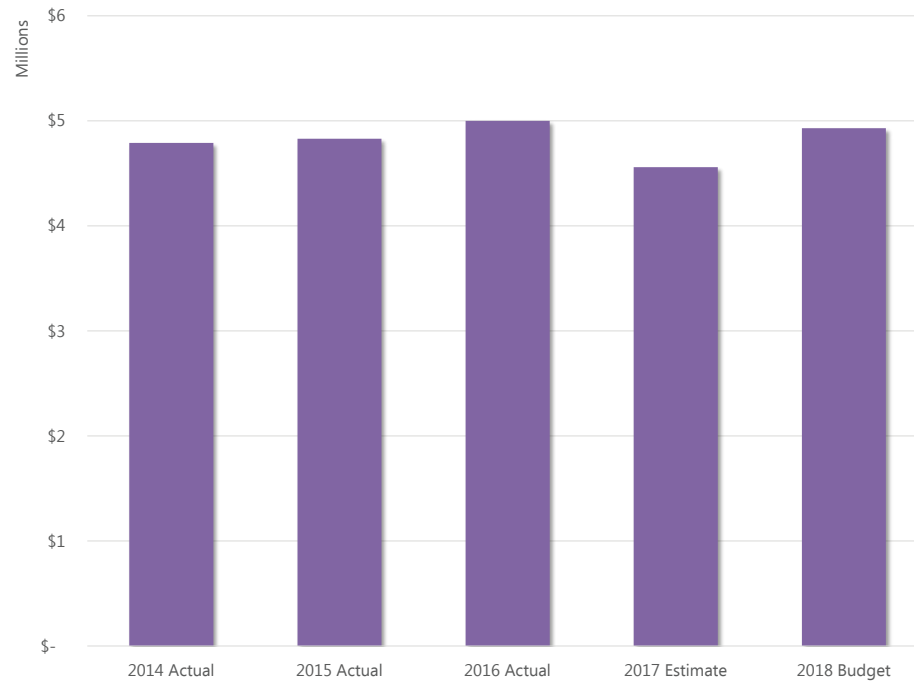
There are several variables to consider when developing the Fee Subsidy Budget:

- Each child care centre’s rates,
- Ages of children,
- Parent/guardian income,
- Attendance of eligible children at each centre,
- Impact of school boards 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.

Fee Subsidy Issued Since 2014



Special Needs Resources

TBDSSAB has engaged Children’s Centre Thunder Bay (CCTB) as the 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 Consultants 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 individual children. Resource Consultants receive mentorship from a supervisor with a background in Early Childhood Inclusive Practices within a team approach. In 2018, Administration will continue to work with the service provider to encourage more comprehensive data collection to support the Long-term Child Care Service Plan.

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 2018, 25% of the allocated points will be based on licensed spaces and 75% will be based on actual utilization. This calculation will be 100% based on utilization beginning in 2019. 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% provincial mitigation funding in accordance with the approach approved by the Board of Directors, per Report No. 2015-59. The General Operating funding model also incorporates a rural factor which provides additional funding to centres geographically located outside the City of Thunder Bay.

EarlyON Child and Family Centres

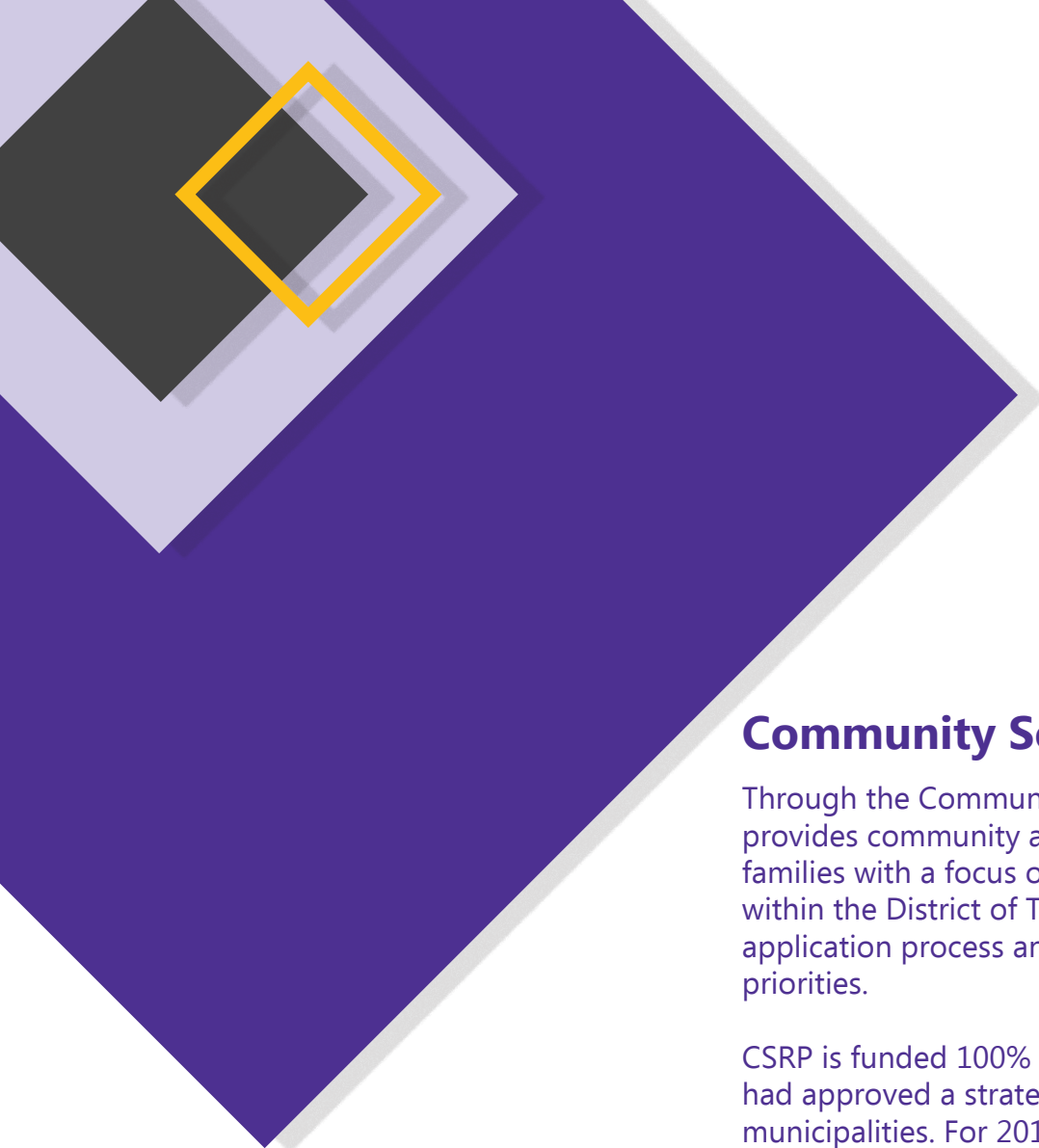
In 2016, the Ministry of Education announced a plan to integrate certain provincial child and family programs into the EarlyON Child and Family Centres (EarlyON), to be delivered by District Social Services Administration Boards and Consolidated Municipal Service Managers. Effective January 1, 2018, TBDSSAB is responsible for administering these programs. In 2018, TBDSSAB will develop a Child Care Early Years' Service System Plan to enhance the 2016 Child Care Services Plan and integrate the EarlyON programs.

EarlyON Child and Family Centres	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Ontario early years centres	-	-	1,139,700	1,139,700	n/a
Resource centres	848,100	848,100	848,100	-	0.0%
Data analysis services	-	73,200	92,700	19,500	26.6%
Early child development planning	57,400	57,400	57,400	-	0.0%
Internal administrative expense	80,000	167,700	237,500	69,800	41.6%
Total Expenditures	985,500	1,146,400	2,375,400	1,229,000	107.2%
Grants					
Provincial grants - child care (EarlyON)	(799,900)	(960,800)	(2,375,400)	(1,414,600)	147.2%
Total Financing	(799,900)	(960,800)	(2,375,400)	(1,414,600)	147.2%
Cost to be Levied	185,600	185,600	-	(185,600)	-100.0%

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 2018, reflecting an expansion of 1.0 FTE Child Care Programs Officer, pursuant to the transfer of the EarlyON Programs.

Child Care Administration	2016 Budget (\$)	2017 Budget (\$)	2018			2017 to 2018		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures								
Personnel services	502,100	620,600	637,400	-	81,600	719,000	98,400	15.9%
Materials	48,700	75,700	72,400	-	4,400	76,800	1,100	1.5%
Contracted services	3,000	3,000	3,000	-	-	3,000	-	0.0%
Internal administrative expense	527,800	555,300	594,500	(5,700)	-	588,800	33,500	6.0%
Imputed rent recovery	76,500	78,000	79,200	-	-	79,200	1,200	1.5%
Total Expenditures	1,158,100	1,332,600	1,386,500	(5,700)	86,000	1,466,800	134,200	10.1%
Recoveries								
From EarlyON	(80,000)	(167,700)	(151,500)	-	(86,000)	(237,500)	(69,800)	41.6%
Other revenues and recoveries	(13,500)	(14,100)	(9,800)	-	-	(9,800)	4,300	-30.5%
Total Expenditures Less Recoveries	1,064,600	1,150,800	1,225,200	(5,700)	-	1,219,500	68,700	6.0%
Grants								
Provincial grants - child care	(732,500)	(788,700)	(797,800)	5,700	-	(792,100)	(3,400)	0.4%
Provincial grants - child care (mitigation)	-	(30,600)	-	-	-	-	30,600	-100.0%
Provincial grants - child care (expansion)	-	-	(91,700)	-	-	(91,700)	(91,700)	n/a
Financing								
From employment compensation and benefits reserve fund	-	-	(4,800)	-	-	(4,800)	(4,800)	n/a
To office building reserve fund	6,200	5,500	6,600	-	-	6,600	1,100	20.0%
Cost to be Levied	338,300	337,000	337,500	-	-	337,500	500	0.1%

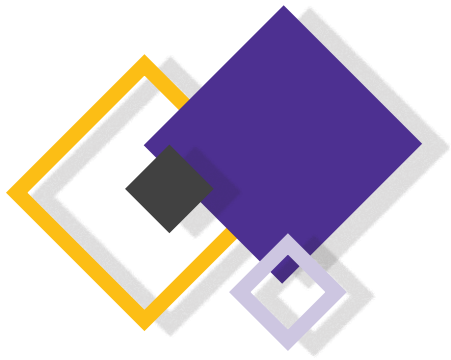


Community Social Reinvestment Program

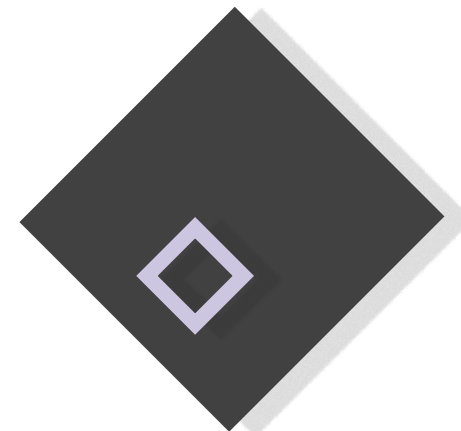
Through the Community Social Reinvestment Program (CSRP), TBDSSAB provides community agencies with funds to support programs for children and families with a focus on nutrition, recreation, and reduction in child poverty within the District of Thunder Bay. Agencies submit proposals through an application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

CSRP is funded 100% by municipalities and TWOMO. The Board of Directors had approved a strategy to utilize the CSRP Reserve Fund to reduce the cost to municipalities. For 2018, Administration estimates \$30,000 remaining, at which point the Reserve Fund will be fully exhausted.





Community Social Reinvestment Program	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Extraordinary needs	152,700	5,000	63,100	58,100	1162.0%
Employment related expenses	45,000	101,500	27,800	(73,700)	-72.6%
Reduce child poverty - nutrition	337,800	349,200	390,500	41,300	11.8%
Reduce child poverty - recreation	54,400	134,200	108,500	(25,700)	-19.2%
Internal administrative expense	65,500	65,500	-	(65,500)	-100.0%
Total Expenditures	655,400	655,400	589,900	(65,500)	-10.0%
Financing					
From CSRP reserve fund	(118,100)	(118,100)	(30,000)	88,100	-74.6%
Cost to be Levied	537,300	537,300	559,900	22,600	4.2%

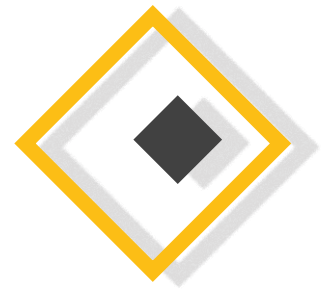




Housing Services Division

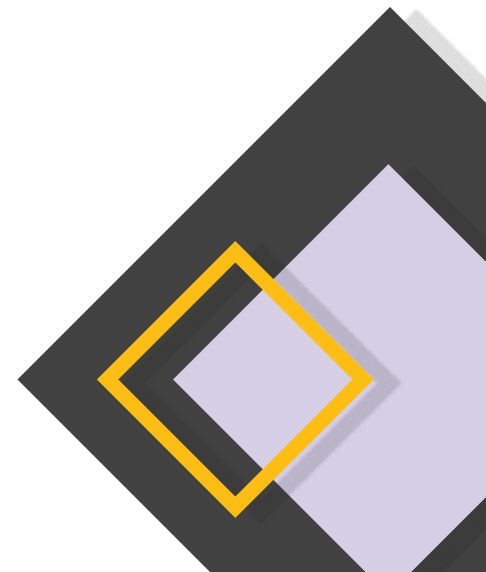
The Housing Services Division is responsible for the delivery of various housing programs and services to residents in the District of Thunder Bay, including Social and Affordable Housing Programs, and Homelessness Prevention Programs, in collaboration with community partners. The Housing Services Division operates and maintains 2,507 direct-owned housing units throughout the District of Thunder Bay, and also supports 929 housing units operated by non-profit housing providers, and over 600 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 well-being by recognizing the diverse needs of all people we serve, empowerment through reduced barriers, increased knowledge and participation, and ensuring business practices which maintain clients' dignity.
- Enhanced community partnerships through greater participation and communication among partners, stakeholders and tenants, realizing greater community development initiatives, and reductions in program duplication.





Housing Services Division

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 is available for people in housing need 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 toward reducing the risk of homelessness through direct programs and 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 via service providers.
- Continue to work toward the recommendations and objectives of the 10-year Housing and Homelessness Plan.

Property Management Objectives

- Seek out community service partnerships to bring services and supports to the tenants of TBDSSAB properties.
- Develop and implement tenant support strategies.

Facilities' Objectives

- Optimize long-term capital planning and improvements.
- Implement major energy reduction initiatives to reduce overall electricity consumption, and reduce both operating costs and environmental impact.
- Implement and maintain efficient maintenance systems to enhance operational practices.



Major Initiatives Planned for 2018

Housing and Homelessness 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 20 new rental units.
- Initiate the Home for Good Program to address homelessness, and partner with mental health organizations for supports.

Property Management

- Maintain existing, and explore new, opportunities for partnerships with community agencies to enhance the life experiences of tenants.
- Implement new Tenant Support Co-Ordinator strategy, and position, to further reach out to tenants in need, including those residing in properties outside the City of Thunder Bay.
- Focus on new arrears-prevention efforts.

Facilities

- Complete capital improvements and renovations, in excess of \$3.6 million, to ensure that 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.
- Implement the Social Housing Apartment Improvement Program (SHAIP) Energy Savings and Greenhouse Gas Reduction Program, focusing on improvements in 150+ unit buildings.
- Continue to explore energy efficiency opportunities, and seek out energy rebate incentives.





Housing Services

In 2014, the Board of Directors approved *Under One Roof: A Housing and Homelessness Plan*. TBDSSAB continues to make significant progress in responding to the recommendations outlined in the plan.

Housing Services	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Non-profit housing providers	6,182,400	6,371,600	6,329,500	(42,100)	-0.7%
Urban native housing program	2,087,900	2,126,200	2,157,900	31,700	1.5%
Rent supplement	5,046,500	5,264,700	5,604,200	339,500	6.4%
Investment in Affordable Housing	2,851,600	8,025,200	4,606,000	(3,419,200)	-42.6%
SHARP/SHAIP	-	1,730,000	1,862,600	132,600	7.7%
Homelessness prevention	2,703,600	2,956,900	4,772,300	1,815,400	61.4%
Direct-owned housing & administration	20,463,400	20,685,200	20,379,000	(306,200)	-1.5%
Total Expenditures	39,335,400	47,159,800	45,711,500	(1,448,300)	-3.1%
Revenues					
Rents and other	(10,849,800)	(10,921,900)	(11,221,800)	(299,900)	2.7%
Grants					
Provincial grants - housing	(4,743,600)	(7,855,100)	(9,375,100)	(1,520,000)	19.4%
Federal grants - housing	(1,248,800)	(5,318,100)	(2,303,000)	3,015,100	-56.7%
Federal block funding	(8,880,200)	(9,019,500)	(8,520,900)	498,600	-5.5%
Financing					
To office building reserve fund	19,600	17,400	21,000	3,600	20.7%
To capital replacement reserve fund	2,342,500	2,436,100	2,533,500	97,400	4.0%
From capital replacement reserve fund	-	(315,000)	(385,000)	(70,000)	22.2%
From employment compensation and benefits reserve fund	-	-	(25,200)	(25,200)	n/a
From levy stabilization reserve fund	-	-	(65,000)	(65,000)	n/a
Total Financing	(23,360,300)	(30,976,100)	(29,341,500)	1,634,600	-5.3%
Cost to be Levied	15,975,100	16,183,700	16,370,000	186,300	1.2%

Non-Profit Housing Providers

The *Housing Services Act, 2011* requires Service Managers to use benchmark indices, provided by the Ministry of Housing (MHO), 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 2018 MHO cost indices result in a decrease of \$42,100. The total 2018 budget related to social housing providers is \$6,329,500; a decrease of 0.7% over the 2017 budget of \$6,371,600.

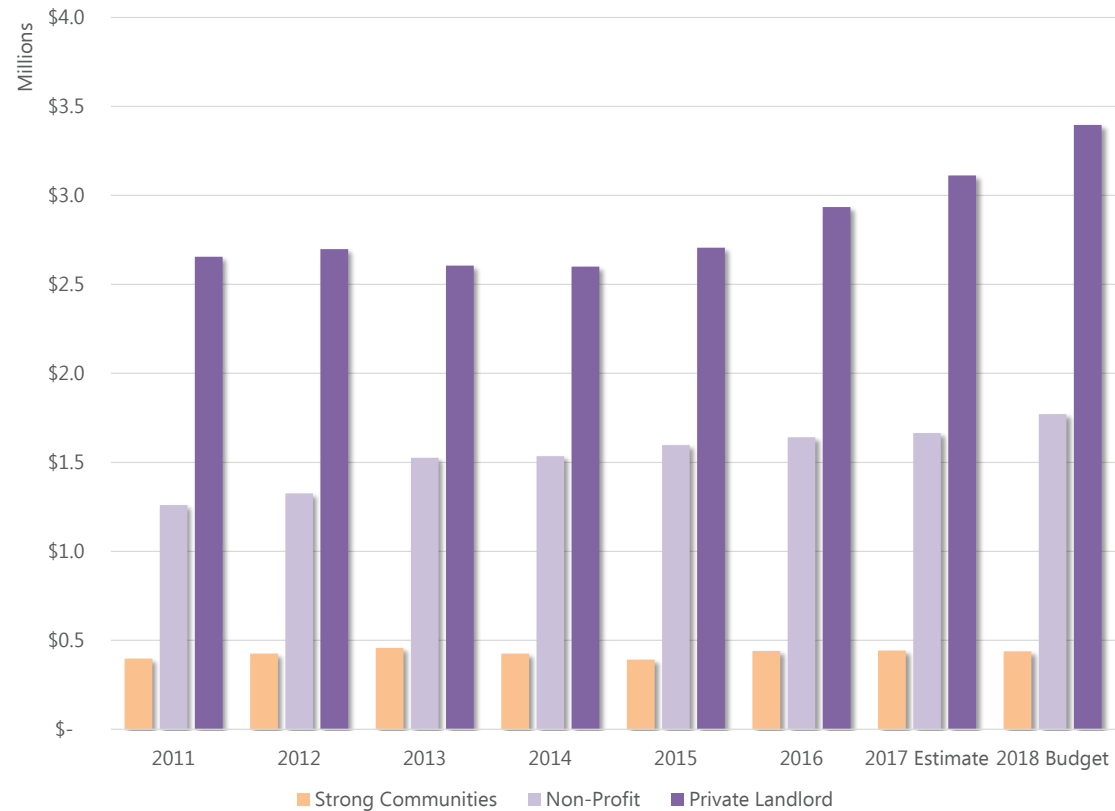
Urban Native Housing

The Urban Native Housing Program Budget for 2018 totals \$2,157,900 (2017 - \$2,126,200). This program includes two housing providers: Geraldton Native Housing Corporation and Native People of Thunder Bay Development Corporation. These budgets are developed based upon the housing provider's budget submissions, historical trends and management estimates. There are increases in operating budget lines including administration, maintenance, property taxes, and utilities. For the 2018 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 (mortgages for 33 units were paid out at various times between 2014 and 2017).

Rent Supplement

The Rent Supplement Budget, which totals \$5,604,200 in 2018 (2017 - \$5,264,700), includes 649 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 2018 Budget is due mainly to the application of the Ontario 2018 Rent-Increase Guideline to existing units (1.8%), as well as a proposed expansion of the program by 30 units to address Service Level Standards shortfalls.

Rent Supplement Programs



Social Housing Apartment Improvement Program

In 2017 the Province provided the 100% provincially funded Social Housing Apartment Improvement Program (SHAIP) to TBDSSAB. The first year of the 5-year commitment from the Province must be directed to 150+ unit buildings (Andras Court and Spence Court). TBDSSAB expects to complete projects in these two buildings, totalling \$1,862,600, during the 2018 year.

Investment in Affordable Housing

In 2014, the Province announced an extension to the 100% provincially funded Investment in Affordable Housing (IAH) Program from 2014 to 2020, and, in 2016, announced a third component: Social Infrastructure Fund (SIF). A breakdown of the three components is provided in the table below:

Investment in Affordable Housing	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
IAH					
Rent Supplement	54,000	90,000	90,000	-	0.0%
Reinvested Renovates	300,000	-	-	-	0.0%
IAH Extension					
Rental Housing	2,103,200	1,818,000	2,098,800	280,800	15.4%
Ontario Renovates	160,000	363,600	227,200	(136,400)	-37.5%
Housing Allowance	150,000	230,200	225,600	(4,600)	-2.0%
Internal Allocation Housing Allowance			20,400	20,400	0.0%
Internal administrative expense	84,400	84,400	84,300	(100)	-0.1%
IAH - Social Infrastructure Fund					
Social Housing Improvement Project (SHIP)	-	2,611,000	-	(2,611,000)	-100.0%
Ontario Renovates	-	679,500	569,400	(110,100)	-16.2%
Rental Housing	-	1,609,400	1,147,900	(461,500)	-28.7%
Survivors of Domestic Violence	-	256,000	47,300	(208,700)	-81.5%
Internal administrative expense	-	283,100	95,100	(188,000)	-66.4%
Total Expenditures	2,851,600	8,025,200	4,606,000	(3,419,200)	-42.6%
Grants					
Provincial grants - housing	(1,602,800)	(2,707,100)	(2,303,000)	404,100	-14.9%
Federal grants - housing	(1,248,800)	(5,318,100)	(2,303,000)	3,015,100	-56.7%
Cost to be Levied	-	-	-	-	0.0%

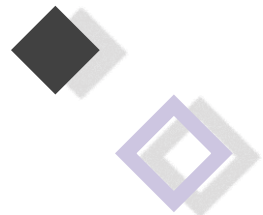


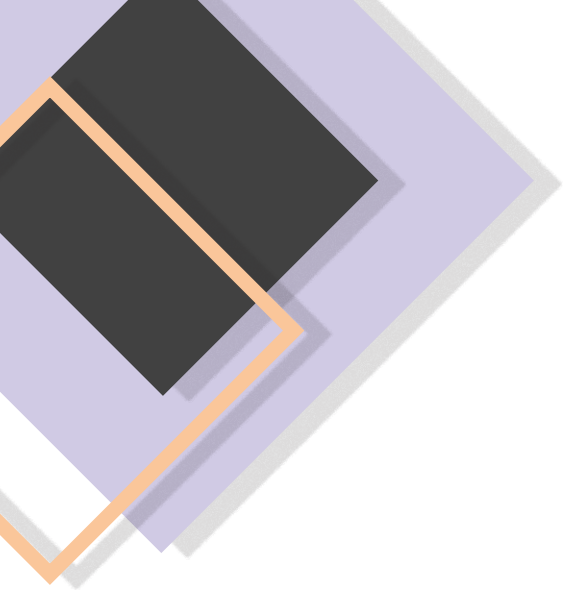
Homelessness Prevention

Community Homelessness Prevention Initiative (CHPI) funding is used to support emergency shelters and other programs designed to address and prevent homelessness and to assist in moving individuals along the housing continuum. The homelessness prevention component of the 2018 CHPI Budget includes additional funds to support the Housing Security Fund, and provides funding to support food security in the District of Thunder Bay.

In 2017, the Province approved TBDSSAB's application to the 100% provincially funded Home for Good Program, which will deliver ongoing supportive housing to meet the needs of chronically homeless people in the District of Thunder Bay.

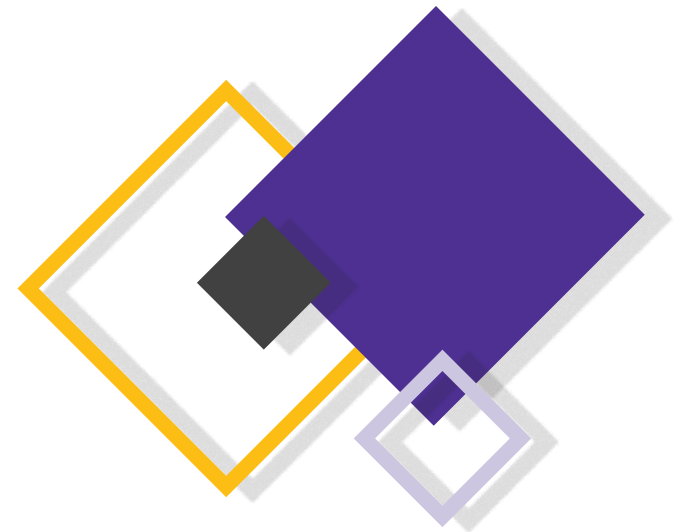
Homelessness Prevention Programs	2016 Budget (\$)	2017 Budget (\$)	2018 Budget (\$)	2017 to 2018	
				Change (\$)	Change (%)
Community Homelessness Prevention Initiative					
Housing with related supports	436,400	263,300	211,400	(51,900)	-19.7%
Services and supports	315,000	580,800	628,800	48,000	8.3%
Homelessness prevention	500,000	635,300	1,080,000	444,700	70.0%
Emergency shelters	1,181,800	1,181,800	1,181,800	-	0.0%
Homelessness enumeration	-	-	50,000	50,000	n/a
Internal administrative expense	270,400	295,700	350,200	54,500	18.4%
Home For Good					
Operating - funded agencies	-	-	1,143,100	1,143,100	n/a
Internal administrative expense	-	-	127,000	127,000	n/a
Total Expenditures	2,703,600	2,956,900	4,772,300	1,815,400	61.4%
Grants					
Provincial grants - homelessness	(2,703,600)	(2,956,900)	(4,772,300)	(1,815,400)	61.4%
Cost to be Levied	-	-	-	-	n/a





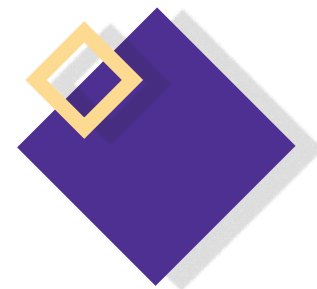
Direct-Owned Housing Operations and Housing Programs' Administration

Direct-Owned Housing Operations and Administration includes costs related to the administration of the housing programs discussed previously, as well as the costs associated with operating the direct-owned properties.



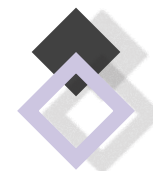
Direct-Owned Housing Operations and Housing Programs' Administration	2016	2017	2018	2017 to 2018	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
Expenditures					
Personnel services	3,982,700	4,183,300	4,542,600	359,300	8.6%
Interest on long-term debt	996,000	521,100	410,400	(110,700)	-21.2%
Materials	12,805,200	13,502,500	13,493,400	(9,100)	-0.1%
Contracted services	96,500	30,000	55,000	25,000	83.3%
Rents and financial expenses	77,500	78,000	156,400	78,400	100.5%
Repayment of long-term debt	2,502,400	2,768,600	2,387,000	(381,600)	-13.8%
Internal administrative expense	1,286,500	1,319,000	1,308,900	(10,100)	-0.8%
Imputed rent recovery	242,200	247,000	250,800	3,800	1.5%
Total Expenditures	21,989,000	22,649,500	22,604,500	(45,000)	-0.2%
Recoveries					
From housing and homelessness programs	(282,400)	(690,300)	(831,700)	(141,400)	20.5%
From rent supplement program	(1,054,900)	(1,078,400)	(1,088,100)	(9,700)	0.9%
From Ontario Works	-	-	(119,000)	(119,000)	n/a
Other revenues and recoveries	(188,300)	(195,600)	(186,700)	8,900	-4.6%
Total Expenditures Less Recoveries	20,463,400	20,685,200	20,379,000	(306,200)	-1.5%
Revenues					
RGI rent	(9,582,700)	(9,682,900)	(9,906,000)	(223,100)	2.3%
Market rent	(923,400)	(933,300)	(919,400)	13,900	-1.5%
Commercial rent and other revenue	(191,300)	(165,700)	(165,700)	-	0.0%
Tenant recovery	-	-	(98,000)	(98,000)	n/a
Revenue generating projects	(152,400)	(140,000)	(132,700)	7,300	-5.2%
Total Revenues	(10,849,800)	(10,921,900)	(11,221,800)	(299,900)	2.7%
Financing					
To office building reserve fund	19,600	17,400	21,000	3,600	20.7%
To capital replacement reserve fund	2,342,500	2,436,100	2,533,500	97,400	4.0%
From capital replacement reserve fund	-	(315,000)	(385,000)	(70,000)	22.2%
From employment compensation and benefits reserve fund	-	-	(25,200)	(25,200)	n/a
From levy stabilization reserve fund	-	-	(65,000)	(65,000)	n/a
Costs Less Revenues and Financing	11,975,700	11,901,800	11,236,500	(665,300)	-5.6%





The Materials line in the Direct-Owned Housing and Administration Budget includes costs associated with maintaining and operating the direct-owned properties, insurance, utilities, and municipal property taxes. A detailed breakdown of these amounts is provided below.

Materials - Direct-Owned Housing and Administration	2016 Budget (\$)	2017 Budget (\$)	2018 Budget (\$)	2017 to 2018	
				Change (\$)	Change (%)
Repairs and maintenance	1,233,200	1,519,700	1,718,200	198,500	13.1%
Operating services	1,251,000	1,490,000	1,683,200	193,200	13.0%
Insurance	495,800	486,200	486,200	-	0.0%
Gas	729,500	658,100	664,500	6,400	1.0%
Electricity	2,241,300	2,321,100	1,759,300	(561,800)	-24.2%
Water	1,284,200	1,389,300	1,385,700	(3,600)	-0.3%
Municipal taxes	5,180,500	5,203,200	5,337,800	134,600	2.6%
Other	389,700	434,900	458,500	23,600	5.4%
Total Materials	12,805,200	13,502,500	13,493,400	(9,100)	-0.1%

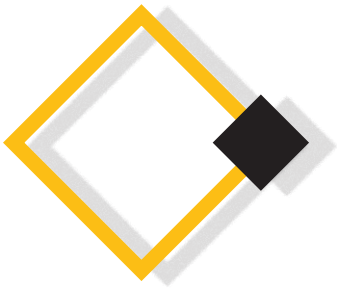




Direct-Owned Housing Portfolio Capital Budget Overview

For budgeting purposes, the Direct-Owned Housing Portfolio Capital Budget includes planned expenditures that will be financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund. For 2018, the direct-owned housing portfolio's planned capital projects will continue to have a focus on increased energy efficiency and enhanced security. Projects include the installation of light emitting diode (LED) lighting retrofits and upgraded high definition security cameras and hardware, as well as upgraded electrical and plumbing systems. 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.



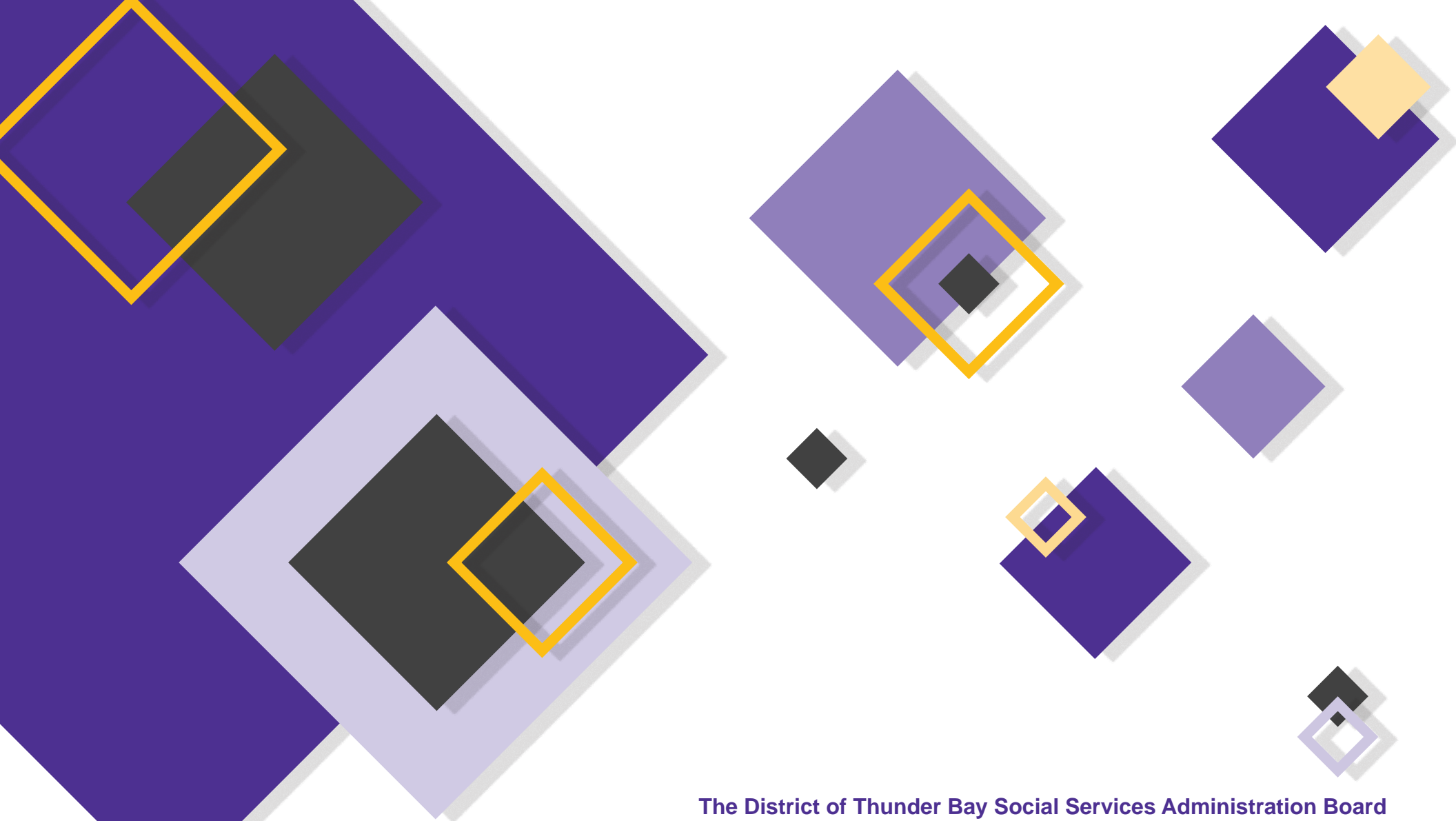


Direct-Owned Capital Budget and Forecast	2016	2017	2018	Forecast (\$)		
	Budget (\$)	Budget (\$)	Budget (\$)	2019	2020	2021
Appliances	340,000	166,000	15,000	204,000	-	94,000
Electrical	586,500	10,000	211,000	1,092,000	556,000	1,428,600
Exterior repairs and landscaping	800,500	908,000	721,000	1,754,000	2,126,300	1,954,600
Flooring	215,000	20,000	166,000	251,000	540,000	1,113,500
Kitchen and bathroom upgrades	503,000	239,000	822,500	1,331,700	1,219,000	1,631,000
Mechanical	519,000	139,000	479,200	702,600	437,000	516,000
Painting	286,000	94,000	178,000	519,000	754,250	55,000
Plumbing	325,500	461,000	220,000	483,500	1,103,500	498,500
Roofing	140,000	194,000	55,000	241,000	353,200	975,200
Security upgrades	71,000	335,000	450,000	110,000	25,000	10,000
Windows and doors	174,000	760,000	104,000	539,000	1,240,000	858,000
Other	105,000	278,000	215,000	1,003,000	243,000	485,400
Total	4,065,500	3,604,000	3,636,700	8,230,800	8,597,250	9,619,800

Forecasted capital retrofits are based on the recommendations of the BCAs and are subject to change due to funding initiatives and priority projects.



Direct-Owned Capital Budget and Forecast	Forecast (\$)					
	2022	2023	2024	2025	2026	2027
Appliances	203,000	205,000	250,000	-	265,000	26,000
Electrical	358,000	184,000	622,000	85,000	140,000	250,000
Exterior repairs and landscaping	753,000	382,000	777,000	250,000	407,000	609,000
Flooring	630,000	911,000	640,000	271,000	180,000	140,500
Kitchen and bathroom upgrades	2,001,000	1,093,000	947,000	215,000	107,000	716,000
Mechanical	352,000	160,000	224,000	790,000	115,000	28,000
Painting	442,000	455,000	645,000	235,000	90,000	572,000
Plumbing	1,561,000	242,500	163,000	160,000	24,000	210,000
Roofing	295,000	-	230,000	462,000	8,000	301,400
Security upgrades	120,000	-	-	-	-	-
Windows and doors	595,000	485,000	679,000	424,000	430,000	885,500
Other	585,000	410,000	631,000	70,000	150,000	162,000
Total	7,895,000	4,527,500	5,808,000	2,962,000	1,916,000	3,900,400



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