



	<b>REPORT No.: 2019-03</b>
<b>MEETING DATE: FEBRUARY 20, 2019</b>	<b>DATE PREPARED: JANUARY 28, 2019</b>
<b>SUBJECT: THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD YEAR 2019 PROPOSED OPERATING AND CAPITAL BUDGETS</b>	

**RECOMMENDATION**

For information only.

**REPORT SUMMARY**

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) Year 2019 Proposed Operating Budget for the Board’s review and discussion.

The 2019 Operating Budget, as presented, totals \$100,337,500 (2018 - \$106,666,000), a decrease of \$6,328,500, or 5.9%, from the 2018 approved total Budget.

The impact on the levy to Municipalities and Territories Without Municipal Organization (TWOMO) would be an increase of \$414,600, from \$22,806,700 to \$23,221,300, or 1.8% more than 2018.

This report also presents the TBDSSAB Year 2019 Capital Budget, for the Board’s review and discussion. The 2019 Capital Budget, as presented, totals \$3,657,000 (2018 - \$3,636,700), representing those projects which are capital in nature and financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund.

**BACKGROUND**

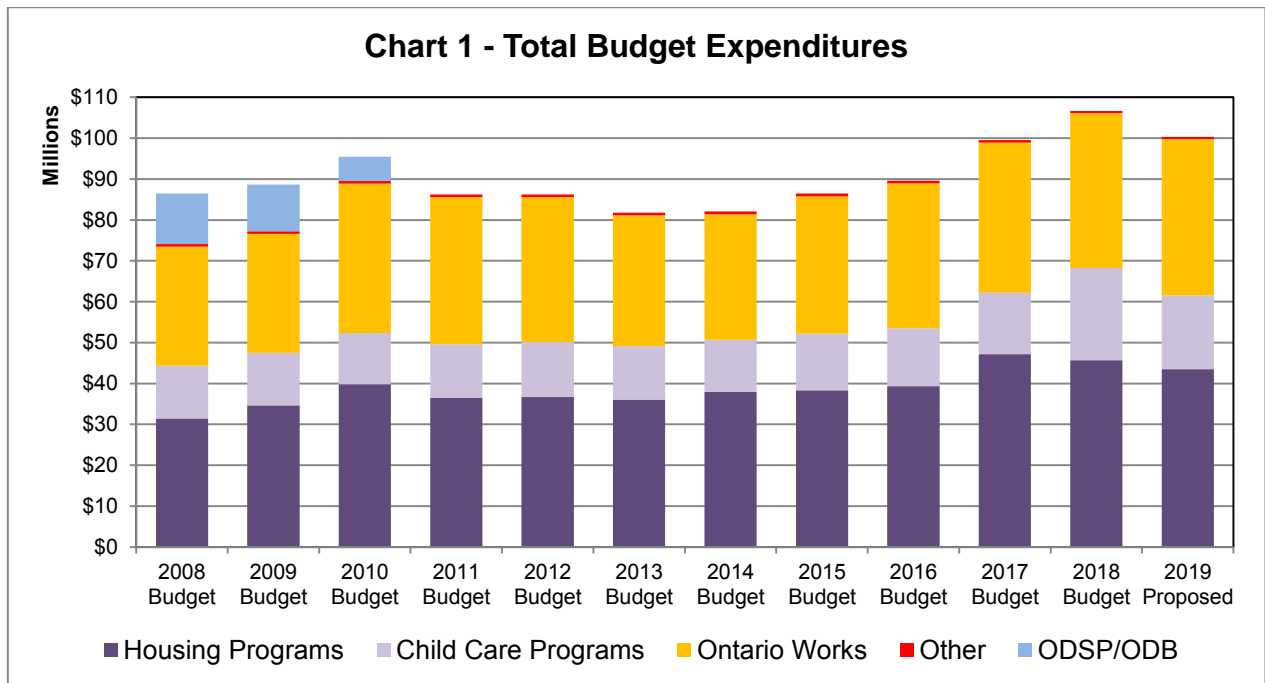
Each year Administration prepares a Budget for the programs administered by TBDSSAB: Ontario Works (OW), Child Care and Early Years, Housing and Homelessness Prevention, and Other: the Community Social Reinvestment Program (CSR).

- Funding for OW is provided on a cost-sharing basis between the Province of Ontario and TBDSSAB municipal funding partners (15 member Municipalities and TWOMO).
- Child Care and Early Years Programs are also provided on a cost-sharing basis between the Province and TBDSSAB municipal funding partners, however, there is also a 100% Federally-funded component.

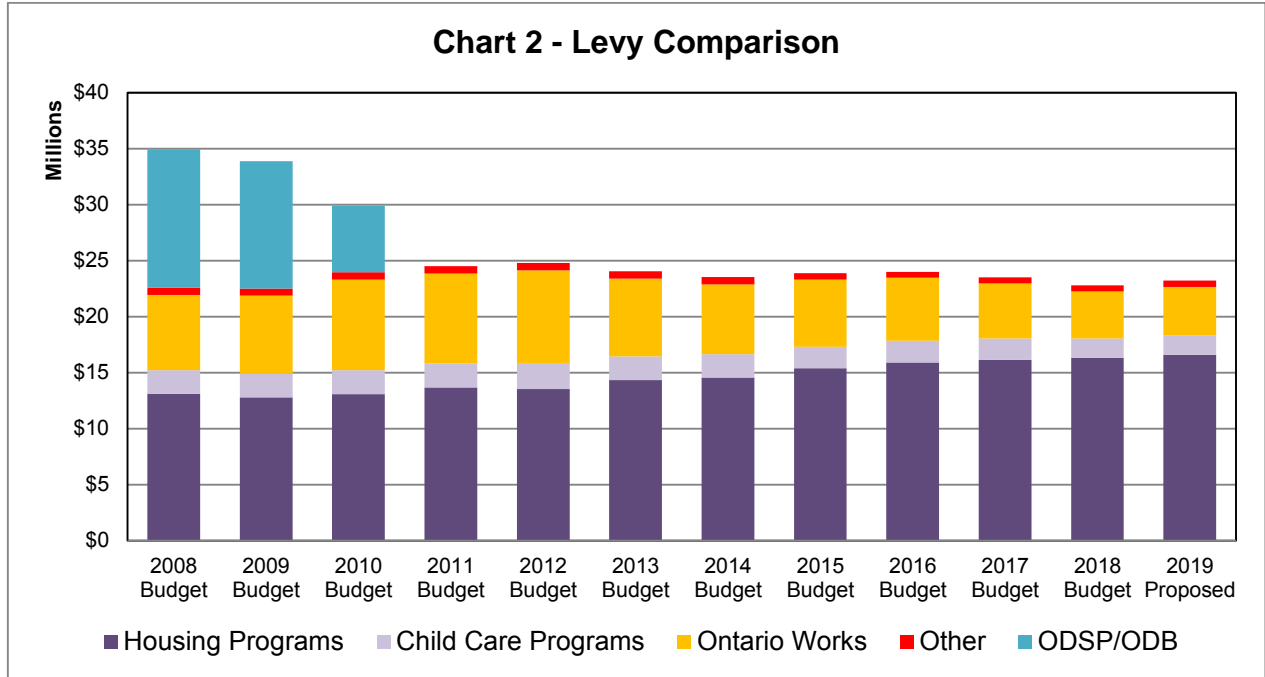
- Funding for Housing and Homelessness Prevention Programs comes in the form of a Federal block allocation, 50/50 Federal/Provincial funding for certain Investment in Affordable Housing (IAH) Programs, and 100% Provincial funding for energy-efficient Social Housing retrofits, the Community Homelessness Prevention Initiative (CHPI), Home for Good (HFG) and the Strong Communities Rent Supplement Program. The remaining cost to deliver Housing Programs is levied to municipal funding partners.
- The CSRP is 100% funded by TBDSSAB municipal funding partners.

The proposed TBDSSAB Total Operating Budget is \$100,337,500 (2018 - \$106,666,000), and represents a decrease of \$6,328,500, or 5.9%, from the prior year. This decrease is primarily due to reductions in Child Care Expansion and Early Learning Child Care (ELCC) funding. As well, the Social Housing Apartment Improvement Program (SHAIP) was terminated in 2018 and disbursements for rental housing projects under the Investment in Affordable Housing (IAH) will be less than the prior year.

Chart 1 – Total Budget Expenditures (below) identifies the Gross Operating Expenditure Budget for the years 2008, through the Proposed Year 2019, across the program areas - OW, Child Care and Early Years, Housing and Homelessness Prevention Programs, and Other (CSRP). Prior to 2011, TBDSSAB was also responsible for a portion of the Province’s Ontario Disability Support Program (ODSP) and Ontario Drug Benefit Program costs. The cost of these programs was fully uploaded by the Province in 2011.



The proposed 2019 levy to Municipalities and TWOMO is \$23,221,300 (2018 - \$22,806,700). Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2008 through the Proposed Year 2019. This chart illustrates the overall levy decrease of 33.5% since 2008, resulting mainly from Social Assistance cost uploading to the Province of Ontario.

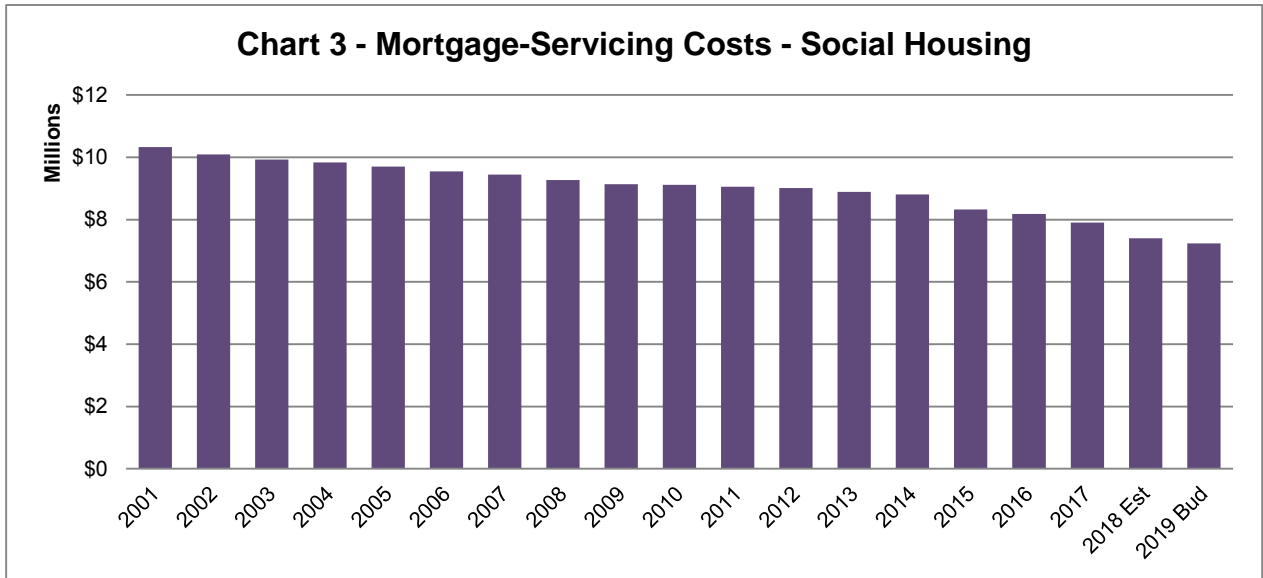


Beginning in the 2008 Budget year, the Province began uploading the cost of certain Provincially-delivered programs that had been part of the TBDSSAB levy since 1999. The cost of ODSP was fully uploaded to the Province, effective January 1, 2011, and the cost of OW financial and employment assistance was fully uploaded to the Province, effective January 1, 2018.

The favourable impact on the Municipal Levy is partially offset by increases in Social Housing costs. Unlike OW and Child Care and Early Years Programs, there is no cost-sharing funding framework based on operating expenditures for Social Housing. The Federal Government provides block funding through the Provincial Government. This block funding is based on the subsidies that were paid to Federal Housing providers and Federal/Provincial Housing program providers prior to devolution.

The impact of rising Social Housing costs has been mitigated by mortgages renewing at more favourable rates since the devolution of administrative responsibility in 2001. Also, in recent years, certain mortgages have fully matured, further lowering the mortgage-servicing costs.

The cost of mortgage principal and interest payments has decreased from \$10.3 million at point of administrative responsibility transfer in 2001, to \$7.2 million estimated in 2019, as shown in Chart 3 – Mortgage-Servicing Costs (below, excluding Urban Native Housing Programs):



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

**COMMENTS**

The 2019 Gross TBDSSAB Operating Budget totals \$100,337,500 and represents a decrease of \$6,328,500, or 5.9%, from the 2018 approved Gross Budget of \$106,666,000. Changes within each program area will be discussed below. Attachment 1 provides the complete Proposed TBDSSAB 2019 Operating and Capital Budget Summary.

The Proposed Year 2019 TBDSSAB Operating Budget results in a total increase to the Municipal Levy of \$414,600 or 1.8%, compared to the Board-approved 2018 levy.

The Proposed Year 2019 Budget levy, by program area, is provided in Table 1 – Total Change in Proposed Levy by Program Funding Area (below):

<b>Table 1 – Total Change in Proposed Levy by Program Funding Area</b>				
Program	2018 Budget Levy	2019 Proposed Levy	Increase / (Decrease)	% Change
Ontario Works	\$ 4,220,400	\$ 4,336,800	\$116,400	2.8%
Child Care Programs	1,740,400	1,743,300	2,900	0.2%
Housing Programs	16,370,000	16,678,900	308,900	1.9%
Other (CSRP)	559,900	562,300	2,400	0.4%
Interest revenue	(84,000)	(100,000)	(16,000)	19.0%
<b>Total Levy</b>	<b>\$22,806,700</b>	<b>\$23,221,300</b>	<b>\$414,600</b>	<b>1.8%</b>

Attachments 2, 3, and 4, provide the Proposed 2019 Levy Calculation, the Comparison of the Total Levy relative to 2018, and the Distribution, by Program, of the Proposed 2019 Budget levy, respectively.

#### **STAFFING RESOURCES**

The proposed Full-Time Equivalent (FTE) staffing resources for 2019 total 184.92, an increase of 1.0 FTE; the Divisional totals are provided in Attachment 5.

For 2019, Administration proposes the following expansion:

- 1.0 FTE Asset and Risk Officer

The details of this request are discussed below and summarized in Attachment 6.

#### **BOARD, OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER, AND HUMAN RESOURCES DEPARTMENT**

The Board and Office of the Chief Administrative Officer (CAO) Budgets total \$1,666,100 in 2019, an increase of 2.5% over the 2018 approved Budget of \$1,624,800. These Budgets include costs related to the strategic leadership, governance, communications, policy analysis and human resources support for TBDSSAB, and are allocated across the portfolio of programs to reflect the support provided by these areas.

In recent years, additional resources have been approved to help establish TBDSSAB's branding strategy, and enhance data collection and reporting to support informed decision-making.

The increase for 2019 includes consultant fees to develop the Board's 2020-2023 Strategic Plan. Administration recommends the municipal share of the consultant fees be financed from the Levy Stabilization Reserve Fund.

## CORPORATE SERVICES DIVISION

The Corporate Services Division supports the organization through the Finance, Purchasing and Information Services functions, with the goal of establishing and maintaining an effective system of internal control to safeguard the assets of TBDSSAB. The 2019 Budget for the Corporate Services Division has remained consistent with previous levels, at \$3,444,400, an increase of 0.3% over the 2018 approved Budget of \$3,435,600.

The Corporate Services Division Budget includes various corporate-wide costs, for example, insurance premiums, audit fees, computer hardware costs, computer software licenses and maintenance, and postage and courier costs. Based on the nature of the Division's costs, they are allocated across the portfolio of programs.

Significant projects for 2019 include leading the development of the organization's Enterprise Risk Management Framework, implementing new scheduling software, upgrading the exchange email system, enhancing equipment for the records digitization process, and updating the actuarial report which identifies future employee benefit obligations to satisfy the Board's financial statement reporting requirements. Administration recommends the municipal share of the exchange email system upgrade be financed from the Levy Stabilization Reserve Fund.

## CLIENT SERVICES DIVISION

### Integrated Client Services

The Integrated Client Services Budget totals \$909,300 in 2019 (2018 - \$996,300). This area is responsible for the integrated Intake area, the area that serves all of the public who access our services, providing positive customer service experience to clients, tenants and anyone wanting to access TBDSSAB services. The decrease in 2019 is due to a change in the internal allocation of resources: a position previously charged to Integrated Client Services and allocated to programs is now charged directly to that program.

Through a continuous improvement strategy, Administration reviewed Intake processes and shifted responsibilities, to ensure optimal customer service. The Intake Screening station has been modified and streamlined to provide a better customer service experience for those applying for Ontario Works (OW). The addition of "Walk-In Verification Interviews" adds more timely service to OW applicants with urgent needs.

The Intake Payment station has been streamlined to provide efficient service and tasks have been realigned to be more effective. The new telephone system, implemented in 2018, provides enhanced customer service with a "live" attendant and direct-line dialing for patrons who want direct access to the TBDSSAB staff they need to call.

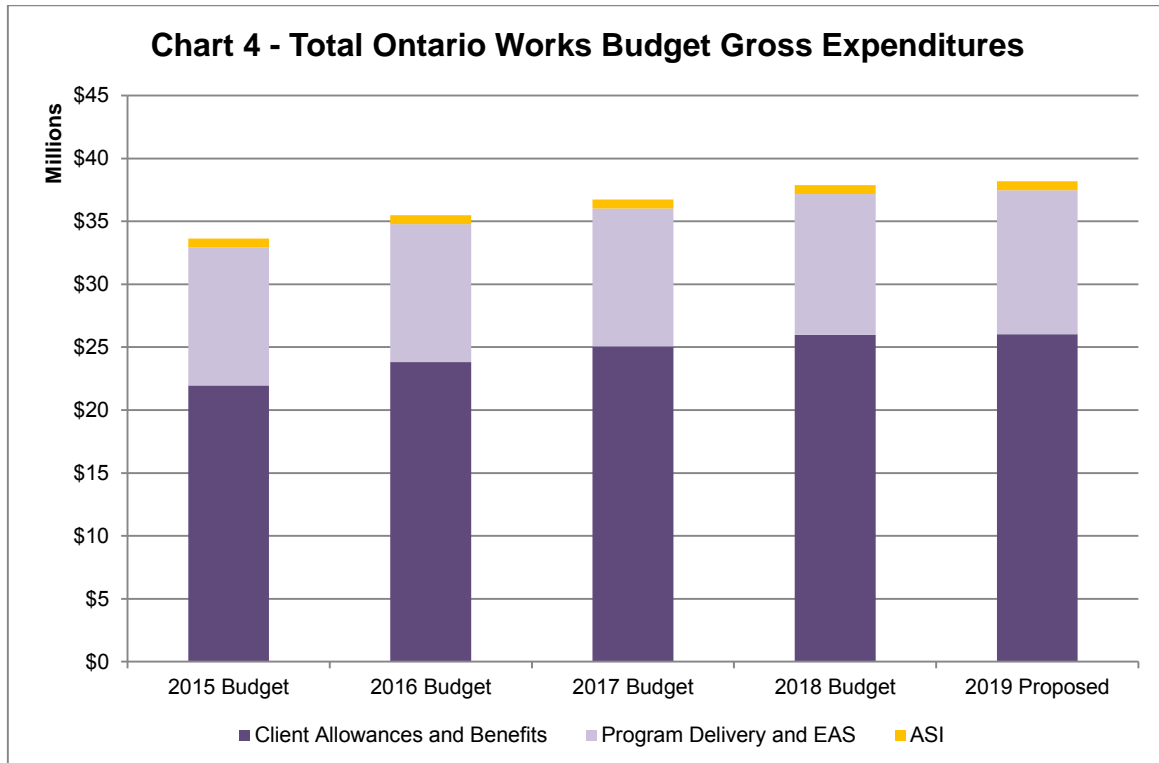
The Housing Application station has undergone a major technology enhancement as TBDSSAB implemented the Social Housing Rent Café database. This database simplifies data input and eliminates some manual processes.

The children’s play area has been remodeled, providing a safe and healthy play environment that is consistent with early years’ and early learning philosophy for the children accompanying family members utilizing TBDSSAB services. Continued focus on process reviews and continuous improvement for further Intake stations in 2019 are aimed at realigning services and providing a better customer experience.

Ontario Works

In November 2018, the Province announced changes to the OW program including increasing the earnings exemption as well as a continued focus on achieving employment outcomes for OW clients, although there was no indication of when these changes would be applied. At this time, confirmation of TBDSSAB’s 2019 OW Delivery and Employment Assistance Services (EAS) funding envelope has not been received, however, the 2019 Budget is prepared assuming it will be similar to the existing funding allocation.

The OW portfolio of programs, including OW Client Allowance and Benefits Program, Program Delivery and EAS, and the Addiction Services Initiative (ASI), totals \$38,194,600 (2018 - \$37,869,400), and represents the largest component of the total Client Services Division Budget of \$56,875,700 (2018 - \$60,954,500). The breakdown is depicted in Chart 4 – Total Ontario Works Budget Expenditures (below):



Overall, total OW expenditures of \$38,194,600 are \$325,200 (0.9%) higher than the 2018 approved Budget (\$37,869,400). As OW Program Delivery costs are shared between the Province and the Municipal Levy, the overall increase in the proposed 2019 net Municipal Levy related to OW is \$116,400, or 2.8%.

The largest component of the Ontario Works budget is client allowances and benefits. This financial assistance is provided directly to, or on behalf of, eligible individuals and families. The 2018 budget for client allowances and benefits was developed assuming the caseload would be status quo, however the 2018 caseload actually decreased 3% in 2018. Part of this decrease is attributable to clients opting into the Basic Income Guarantee Pilot. The Province has ended the pilot; participants will receive their final payment in March 2019.

For 2019, Administration anticipates a 2.7% increase in the OW caseload due, in part, to clients returning to social assistance following the cancellation of the Basic Income Guarantee pilot. Along with the 1.5% increase in basic allowance and shelter benefits announced by the Province earlier in 2018, the gross OW client allowances and benefits budget is \$62,900 higher than the prior year. The full cost of OW client allowances and benefits was uploaded to the Province in 2018, therefore, there is no impact on the Municipal Levy.

Total expenditures for OW Program Delivery and EAS of \$11,449,200 are \$262,100 (2.3%) higher than the 2018 approved budget (\$11,187,100). This increase includes a significant expansion in employment programming for OW clients. Administration are reviewing an Employment data base that works along with SAMS. This system collects client skills, interests, goals and progress in their path towards employment. This budget increase includes the cost of training and the new data base system. The ASI budget remains status quo as Administration awaits the results of the ASI review that was conducted by the Province in 2015. Administration continues to work in close partnership with community partners to offer clients a streamlined service to intensive counselling and alcohol and drug assessments.

### Child Care and Early Years

The 2019 Child Care and Early Years Budget expenditures of \$18,118,800 are \$4,376,400 (19.5%) less than the 2018 approved Budget (\$22,495,200). At this time, confirmation of TBDSSAB's 2019 Child Care and Early Years funding envelope has not been received. Despite extensive consultation with the child care community in 2017 and 2018, take-up of Expansion and Early Learning Child Care (ELCC) funds has been minimal. Therefore, elimination of these 100% federal/provincial funding components will not have an unfavourable impact on current programming.



There are four core program areas funded within the Child Care and Early Years Budget:

1. Fee Subsidy. TBDSSAB provides fee subsidy to child care centres to cover the difference between what the client (family) can pay based on their income, and the lower of the child care centre's rate, or the TBDSSAB maximum rate. Through the 2019 Budget, TBDSSAB has proposed a \$1-per-day increase in its maximum rates for the Infant, Toddler, and Pre-School age groups. The increase in these rates reflects the level of care required for these younger age groups. Administration will review these maximum rates during 2019, relative to other jurisdictions in Ontario, to evaluate and determine their appropriateness.

	Old Rates	New Rates	Increase
Infant	\$68	\$69	1.5%
Toddler	\$51	\$52	2.0%
Pre-School	\$45	\$46	2.2%
Kindergarten	\$40	\$40	0.0%
School-Age	\$36	\$36	0.0%

Currently, only six child care centres have set their rates at par with the TBDSSAB maximum daily rates, so the immediate impact of this increase will not be significant.

2. Special Needs Resource Program. TBDSSAB has engaged Children's Centre Thunder Bay (CCTB) and George Jeffrey Children's Centre (GJCC) as the third-party administrators for Special Needs Resource Programs. Through these partnerships, Administration works with the service providers to ensure goals and deliverables are met and to further enhance the program offering. In 2019, Administration will continue to work with the service providers to support the Long-term Child Care Service Plan, based on data and outcomes.
3. General Operating. The four year transition to the utilization-based funding model (which shifted funding from licensed spaces to actual utilization) will be complete in 2019 with 100% of this funding component based on each centre's actual utilization of licensed spaces.

The Occupancy Incentive, established by TBDSSAB to assist Service Providers during the transition, will continue in 2019. In accordance with Report No. 2015-59 Child Care Mitigation Funding, \$300,000 (for 5 years) will be provided to centres, from 100% Provincial mitigation funding. As well, Mitigation Funding (\$74,800) will be used in 2019 to supplement the rural component of the General Operating funding model.

4. EarlyON. The 2019 Budget for EarlyON Providers will maintain the existing funding structure, allowing time for Administration to continue the review of the early years' landscape and determine a long-term integrated plan. As of January, 2019, all EarlyON Child and Family Centres will be utilizing an electronic sign in system, which enable Administration to have accurate data on the numbers of unique child and family visits.

#### Other – Community Social Reinvestment Program (CSRP)

Another component of Client Services programming is the CSRP, whereby community agencies are provided with funds to support programs with a focus on nutrition, recreation, and reduction of child poverty, within the District of Thunder Bay. The level of funding was previously established as the maximum amount eligible for the Ontario Municipal Partnership Fund (OMPF).

CSRP is not defined as a mandated program under the *District Social Services Administration Board Act (DSSAB Act)*. Through Report No. 2016-29 Community Social Reinvestment Program – Continuation of the Program for 2018, the Board approved the continuation of CSRP, levying member municipalities up to the 2016 OMPF-eligible amount (adjusted annually for inflation), and directed Administration to seek double majority support from member municipalities to levy additional funds, bringing the total CSRP budget up to the historical funding level of \$655,400 (also adjusted annually for inflation).

Subsequent to Report No. 2016-29, the Province undertook a comprehensive review of the *DSSAB Act*. Before seeking double majority support for future CSRP funding levels, Administration is awaiting the results of the DSSAB Act Review, looking for guidance from the Province on whether or not DSSABs can provide non-mandated services, even where double majority support has been received.

The total 2019 CSRP Budget of \$562,300 is \$27,600 less than the prior year (\$589,900). In 2018, the CSRP Reserve Fund, which had been used to reduce the net cost to Municipalities and TWOMO, was completely depleted. Therefore, the 2019 CSRP Budget has been reduced to maintain the Municipal share in accordance with Report No. 2016-29.

#### **HOUSING SERVICES DIVISION**

The total 2019 Housing Services Division Proposed Budget is \$43,461,800 (2018 - \$45,711,500), and results in an overall increase in the proposed 2019 net Municipal Levy related to Housing and Homelessness Programs, of \$308,900, or 1.9%.

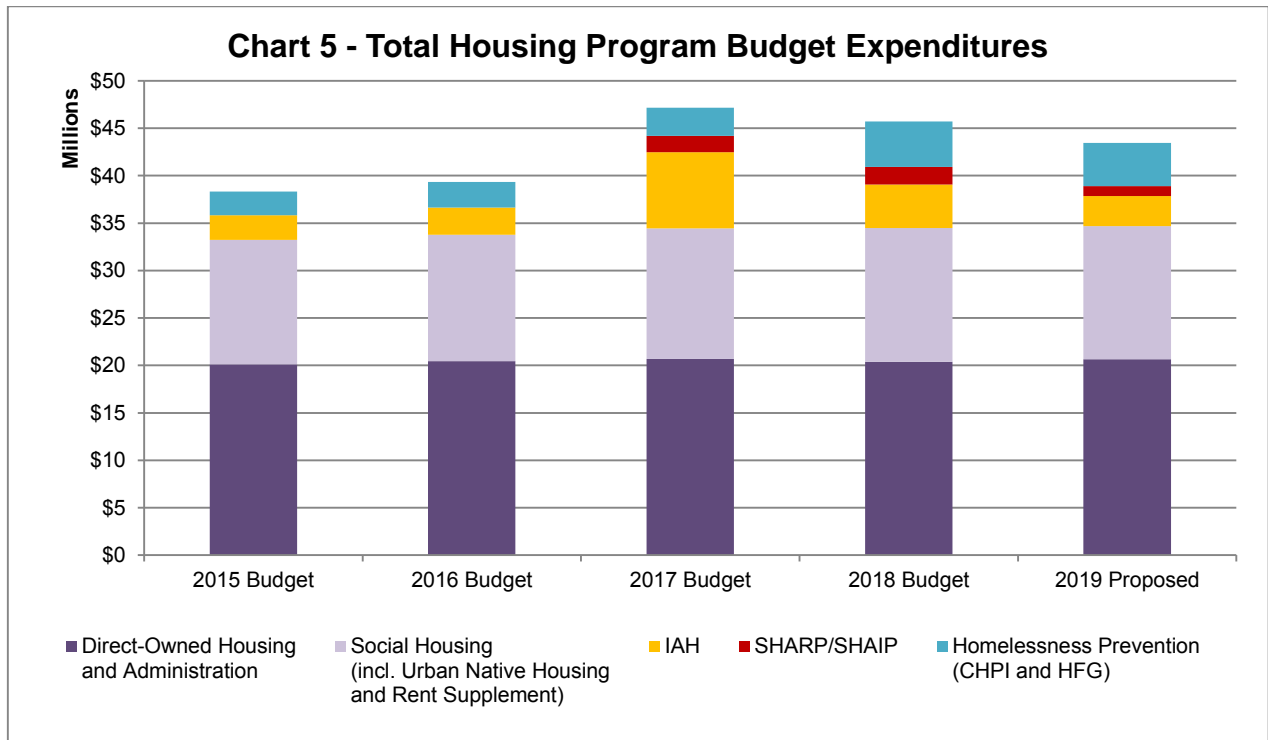
In November 2017, the Federal Government announced the National Housing Strategy which included various components that would impact Service Managers, including the National Housing Co-Investment Fund, and the Federal Community Housing Initiative (FCHI). As Social Housing mortgages mature and operating agreements expire, the Federal “block” funding provided to Service Managers, is eliminated. The FCHI would reinvest this funding with Service Managers to protect, regenerate and expand Social Housing.

At this time, specific details pertaining to the FCHI and the potential financial impact to TBDSSAB are not available. Also, at this time, TBDSSAB has not received confirmation of its 2019 funding envelope for the Community Homelessness Prevention Initiative (CHPI) or Home for Good (HFG). The proposed budget is prepared assuming CHPI and HFG funding will be status quo for 2019.

There is an overall decrease in total Housing and Homelessness Program expenditures due to a decrease in Investment in Affordable Housing (IAH) costs, which are funded 100% by the Federal and Provincial Governments. In 2017 and 2018, significant funds were spent under IAH, specifically for the Social Housing Improvement Program (SHIP) and Rental Housing components. TBDSSAB spent \$3.4M under SHIP and provided \$4.3 million in IAH funding to proponents to construct new affordable housing units. In 2019, there is less IAH funding available for these program components.

The Social Housing Apartment Improvement Program (SHAIP), which is funded 100% by the Province, has been cancelled by the province due to changes in its Climate Change Action Plan. Certain SHAIP projects started in 2018 will be completed in 2019.

The breakdown of the gross expenditures is depicted in Chart 5 – Total Housing Program Budget Expenditures (below):



The Proposed Budget includes costs related to supporting Housing Providers, various Housing and Homelessness Prevention programming, and operating the Direct-Owned Housing portfolio. The key components of the Housing Services Budget are impacted as follows:

- **Social Housing.** 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. For 2019, these MMAH indices will result in a decrease of \$58,100 in subsidy to Housing providers. The Electricity Index was decreased by 10.91%, reflecting the Province's commitment to making electricity more affordable.
- **Urban Native Housing Program.** During the 2019 year, operating agreements for 14 Urban Native Housing units will expire, resulting in a corresponding decrease in Federal "block" funding. Urban Native Housing Program units do not count towards the Board's Service Level Standards. As Federal subsidy for these units is eliminated, the operating budgets for the Urban Native Housing providers are pro-rated accordingly. For 2019, there is a decrease of \$75,300 in subsidy to these providers.
- **Rent Supplement and Portable Housing Benefit (PHB).** The 2019 Rent Supplement and PHB Budget totals \$5,681,800 (2018 - \$5,604,200) and represents an increase of \$77,600 or 1.4% over the 2018 Budget. The 2018 Budget had included an expansion equivalent to 30 additional units. However, due to timing of these units coming online, as well as a decrease in the average cost of each unit, there was a significant favourable variance in 2018. The 2019 Budget reflects an increase in the market rent index of 1.8% and an expansion in the number of Private Landlord Rent Supplements and PHBs throughout the year (from 438 at the beginning of the year, to 478 units at the end of the year).
- **Investment in Affordable Housing (IAH).** There are three components to the 100% Federally/Provincially-funded IAH program (IAH, IAH Extension, IAH Social Infrastructure Fund). Through the 3 program components, \$1.8M will be issued to proponents in 2019 to construct new affordable rental housing units. The 2019 Budget includes \$961,800 to be issued to eligible homeowners under Ontario Renovates. The 2019 Budget also includes \$120,000 to be issued to participants as rent supplements and \$130,600 as housing allowances.

The IAH programs allow up to 5% of program expenditures, \$116,000 for 2019, to be used to offset the cost of delivering the programs.

- **Social Housing Apartment Improvement Program (SHAIP).** SHAIP was a 100% provincially-funded program, financed from proceeds from the carbon market, resulting from the Province's Climate Change Action Plan. SHAIP was cancelled in 2018, however certain retrofit projects that had started in 2018 will be completed in 2019.

- CHPI. CHPI funding is used to help prevent homelessness and to assist individuals in moving along the housing continuum. As discussed above, TBDSSAB's 2019 allocation has not been announced. The 2019 Budget assumes the 2019-2020 CHPI allocation will be the same as the 2018-19 allocation. The \$238,900 decrease in 2019 is a result of additional CHPI funds spent in 2018 due to the differences between TBDSSAB and Provincial reporting periods.
- HFG. Similar to CHPI, TBDSSAB's 2019 HFG allocation has not been announced. The 2019 HFG Budget assumes funding for the program will be unchanged from the previous allocation. In addition, under the capital component of the HFG program, funds will be provided to a proponent to purchase and renovate a building to provide affordable housing with supports to meet the needs of chronically homeless people. Each year for 20 years, TBDSSAB will provide the proponent with \$100,000 towards the project's mortgage financing costs.
- Direct-Owned Housing and Administration. The 2019 Budget for the Direct-Owned Housing portfolio, and administration, totals \$20,665,600 (2018 - \$20,379,000), and includes costs associated with operating and maintaining the Direct-Owned Housing projects. Costs include certain areas over which the TBDSSAB has limited control, including \$5,265,500 (2018 - \$5,337,800) for municipal property taxes, and \$3,796,900 (2018 - \$3,809,500) in utility costs (natural gas, water and electricity). These areas continue to be the largest components of the Building Operating Budget.

In addition to inflationary increases, Administration is recommending enhancements to certain expense lines in 2018 to reflect the challenges experienced in recent years, including repairs and maintenance, pest control, life safety, and janitorial costs.

- Repairs and Maintenance (including move-outs) – costs related to major repairs as units are turned-over, and ongoing maintenance have increased in recent years. The 2019 Budget includes an increase of \$194,100 (13.9%) as a one-time adjustment to reflect the recent historical costs incurred to maintain the housing portfolio.
- Pest Control – Pest-control costs have increased significantly in recent years. Through the 2018 Budget, the Board approved a one-time increase of \$65,000 to be financed from the Levy Stabilization Reserve Fund, while Administration implemented its Pest Management strategy. The strategy included tendering for a single pest management vendor, development of an integrated pest management system, (the system has been reviewed and approved by the Thunder Bay District Health Unit), and purchasing of heat treatment equipment. Through 2018, Administration has been successful in enhancing inspection and treatment cycles which can identify unreported occurrences and remedy particularly challenging areas. The 2019 Budget includes an increase of \$57,200 (20.4%) compared to 2018 Budget (less the one-time increase). This represents Administration estimate of the cost to stabilize and eventually decrease the number of pest incidents per year.

- Life Safety System – The 2019 Budget for Life Safety System operating services is \$21,400 (23.9%) higher than the 2018 Budget. This reflects legislated changes to the Ontario Fire Code regarding fire panel annunciation and connection to monitored surveillance systems. This requirement was announced in 2018, and work to achieve full compliance will continue in 2019.
- Janitorial (including supplies) – The 2019 Budget for Janitorial costs and Supplies is \$52,000 (23.4%) higher than the 2018 Budget. This includes increased preparation costs related to pest control, to assist tenants and maximize the impact of treatment.

The costs of servicing the long-term debt on the housing portfolio in 2019 is expected to be \$2,725,100 (2018 - \$2,797,400). This reduction of \$72,300 is a result of a mortgage being fully paid out in April 2018.

#### **HOUSING SERVICES EXPANSION**

The 2018 Budget includes an expansion of 1.0 FTE Asset and Risk Officer. The details of this request are summarized in Attachment 6. The position will help enhance processes related to unit turnovers, reducing the number of vacant days, and perform inspections of detached, semi-detached, and townhouse units, leading to less significant maintenance issues and damages. Additional inspections may identify issues early, leading to a reduction in units requiring major remediation. Given the timing of the 2019 budget, and the related potential start date of this new position, the financial implications of this position are included for only half the year in 2019.

#### **CAPITAL BUDGET**

The Capital Budget, as presented, includes the planned expenditures which are capital in nature and are to be financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund. Capital expenditures of \$3,657,000 (2018 -\$3,636,700) are planned through a review of the Housing portfolio and the Building Condition Assessment Reports. A listing of all planned projects is outlined in Attachment 7, including the forecast of planned capital expenditures for the following nine (9) years. Confidential Attachment 8 provides the budgeted amounts for these planned projects.

#### **RESERVE FUNDS**

In accordance with Report No. 2019-02 – 2018 Reserve and Reserve Fund Strategy Update, and certain one-time expenditures highlighted above, the 2019 Proposed Budget includes strategic uses of various Reserve Funds, including:

1. From Capital Regeneration Reserve Fund: Up to \$50,000 to be used in 2019 to finance consultant costs incurred in the development of plans and specifications for new direct-owned housing units in accordance with the TBDSSAB Property Portfolio Action Plan.

2. From Levy Stabilization Reserve Fund: Up to \$161,900 to be used in 2019 to supplement the “untargeted/surplus” component of the Federal “block” funding for Social Housing which fluctuates from year to year, and up to \$39,400 to cover the municipal share of upgrading the email system.
3. To Office Building Reserve Fund: \$71,600, net, to be contributed in 2019. The Capital contribution to Reserve Fund for the TBDSSAB office building is \$187,600, with \$116,000 in Capital Expenditures planned.
4. From Social Housing Reserve Fund: Up to \$10,000 to be used in 2019 to finance consultant costs related to End of Operating discussions with Non-Profit Housing Providers.
5. To Direct-Owned Housing Portfolio Capital Replacement Reserve Fund: \$2,206,000, net, to be contributed in 2019. The Capital contributions to Reserve Fund, in accordance with the various Social Housing funding models, for the Direct-Owned Housing portfolio is \$2,591,000. This amount is offset by an allocation to the Operating Budget of \$385,000 to finance expenditures related to tenant move-outs and accessibility modification.
6. From Direct-Owned Housing Portfolio Capital Replacement Reserve Fund: up to \$3,657,000, is budgeted to support the planned Capital Expenditure Budget in 2019.

### **FINANCIAL IMPLICATIONS**

The overall Proposed 2019 Budget, as presented, would result in a total Operating Budget of \$100,337,500, and includes a Municipal and TWOMO levy of \$23,221,300, which represents an increase in the levy of \$414,600, or 1.8%, relative to the 2018 approved level.

The 2019 Proposed Housing Portfolio Capital Budget expenditures total \$3,657,000, to be financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund, consistent with the Reserve and Reserve Fund Strategy.

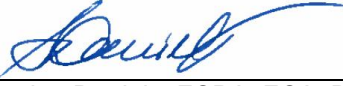

### **CONCLUSION**

It is concluded that the TBDSSAB Proposed Year 2019 Operating Budget, which totals \$100,337,500, provides for all core programs, 184.92 FTE staff resources, and includes financing from the Municipal and TWOMO levy of \$23,221,300.

It is also concluded that the 2019 Proposed Direct-Owned Housing Portfolio Capital Budget, as presented, would result in total expenditures of \$3,657,000.

**REFERENCE MATERIALS ATTACHED**

- Attachment #1 [The District of Thunder Bay Social Services Administration Board 2019 Proposed Operating and Capital Budget](#)
- Attachment #2 [Proposed 2019 Levy Calculation](#)
- Attachment #3 [Comparison of Total Levy for Proposed 2019 Budget with 2018 Budget](#)
- Attachment #4 [Distribution, by Program, of Proposed 2019 Budget Levy](#)
- Attachment #5 [2019 Proposed Staff Complement](#)
- Attachment #6 [2019 Staff Expansion/Reduction Request Form](#)
- Attachment #7 [2019 Detailed Capital Project Listing](#)
- Attachment #8 Confidential 2018 Detailed Capital Project Budget Listing  
(Presented in Closed Session only)

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# The District of Thunder Bay Social Services Administration Board

## 2019 Proposed Operating and Capital Budget



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

Special Board Meeting

February 20, 2019

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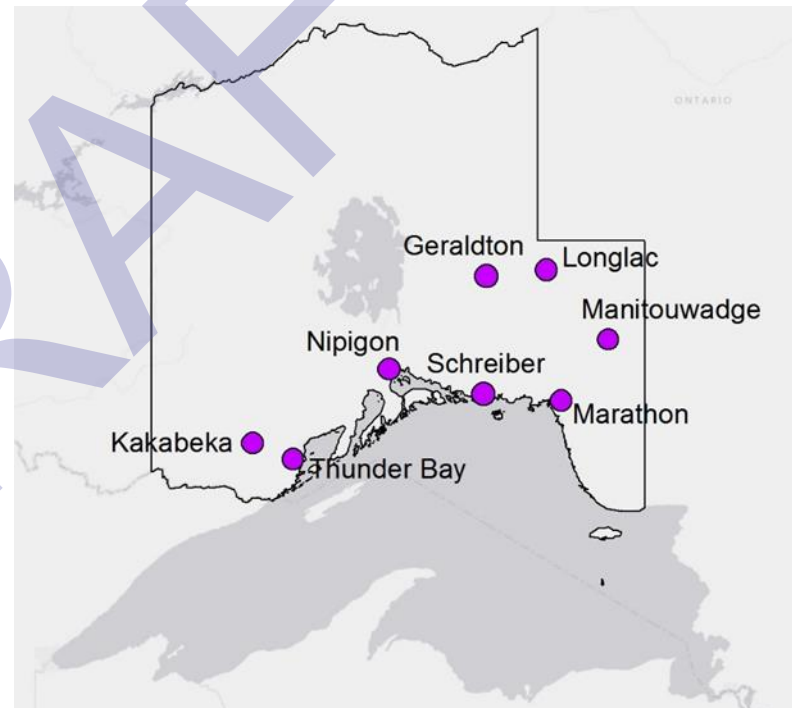
## Organization Profile

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 2,479 TBDSSAB-owned housing units.

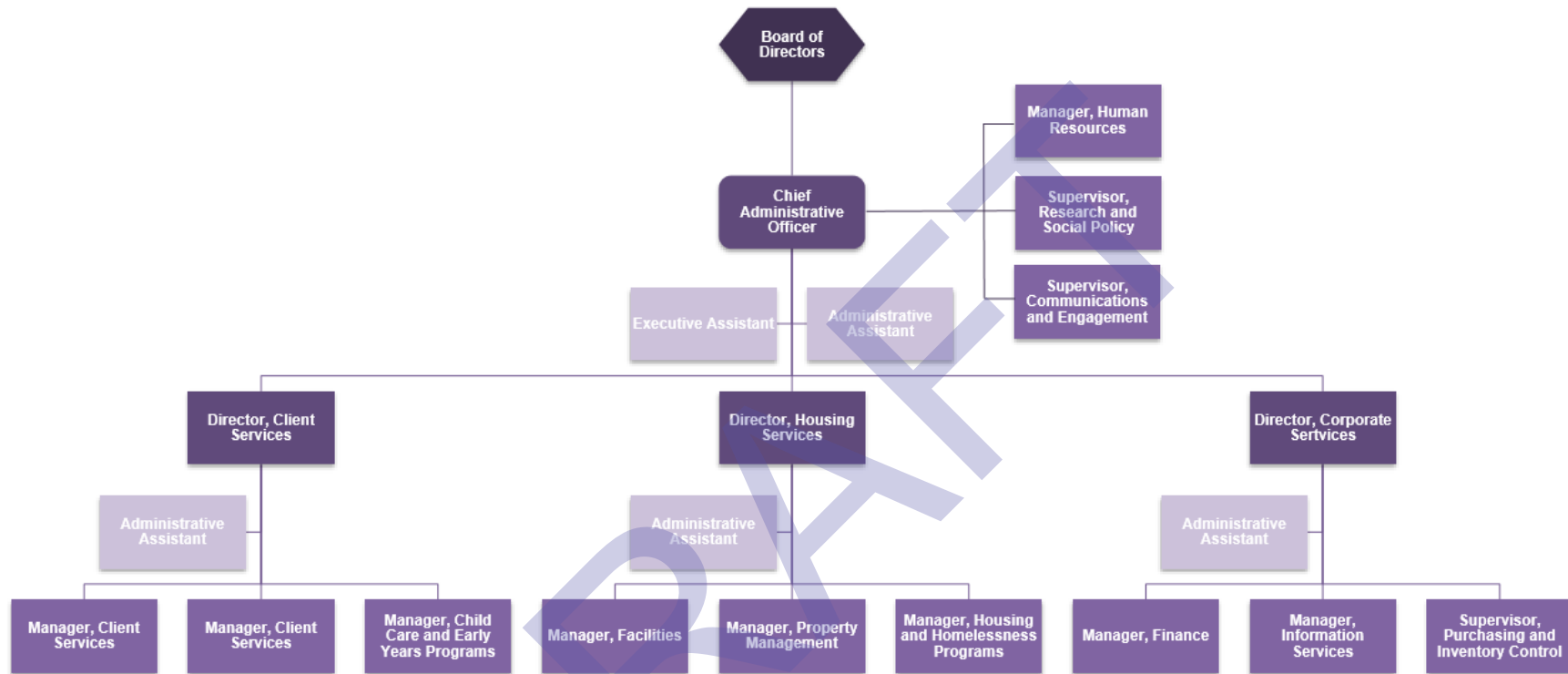
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- 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



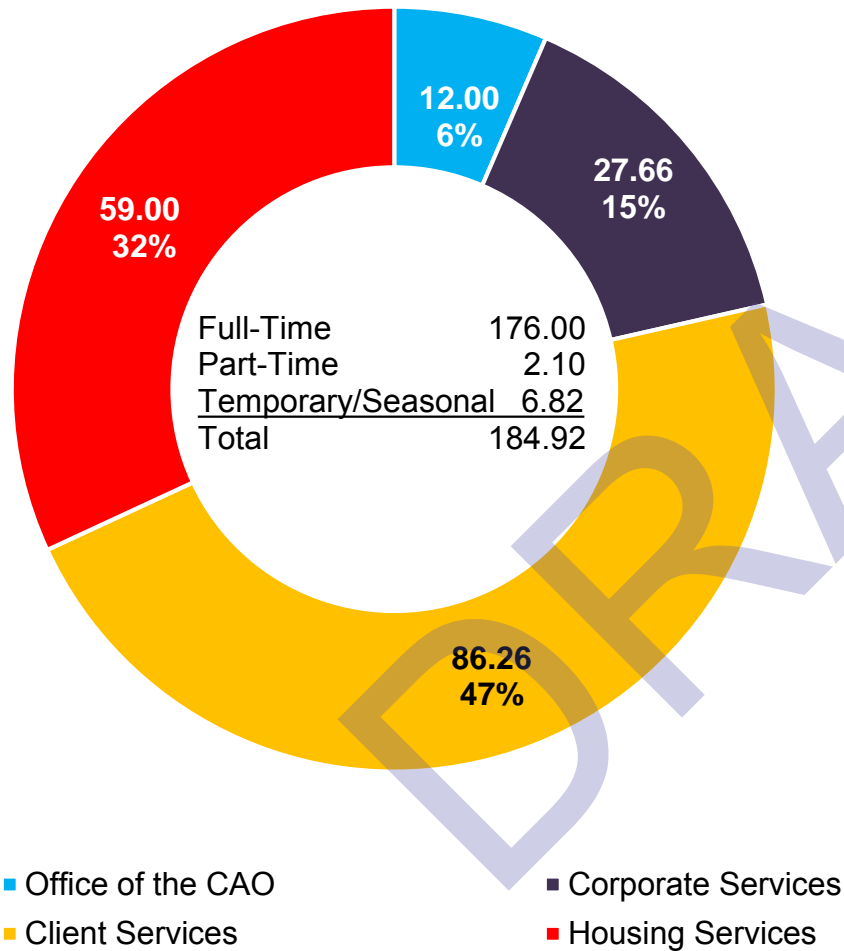
Corporate Organizational Structure



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)

The Proposed 2019 TBDSSAB Operating Budget includes a staff complement totalling 184.92 Full-Time-Equivalent (FTE) positions. The following chart shows the allocation of the TBDSSAB FTE staff complement.



**2019 proposed expansion:  
+1.0 FTE Asset and Risk 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-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 2019 totals \$100,337,500.

## **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 2019, the Capital Projects to be financed from the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund total \$3,657,000.

## **Reserve Funds**

The Board has approved a Reserve and Reserve Fund Policy CS-02:19, and a related Reserve Fund Strategy, which is integral to building financial sustainability. Reserve Funds are established and maintained by TBDSSAB to mitigate financial implications associated with risks of potential known and unknown liabilities. An annual analysis of the Reserve and Reserve Funds is completed and provided to the Board each year, prior to budget deliberations. The Board reviewed and approved the 2019 Reserve Fund Strategy on January 10, 2019. The approved direction has been incorporated into the budget as appropriate.

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

## 2019 Operating Budget Overview

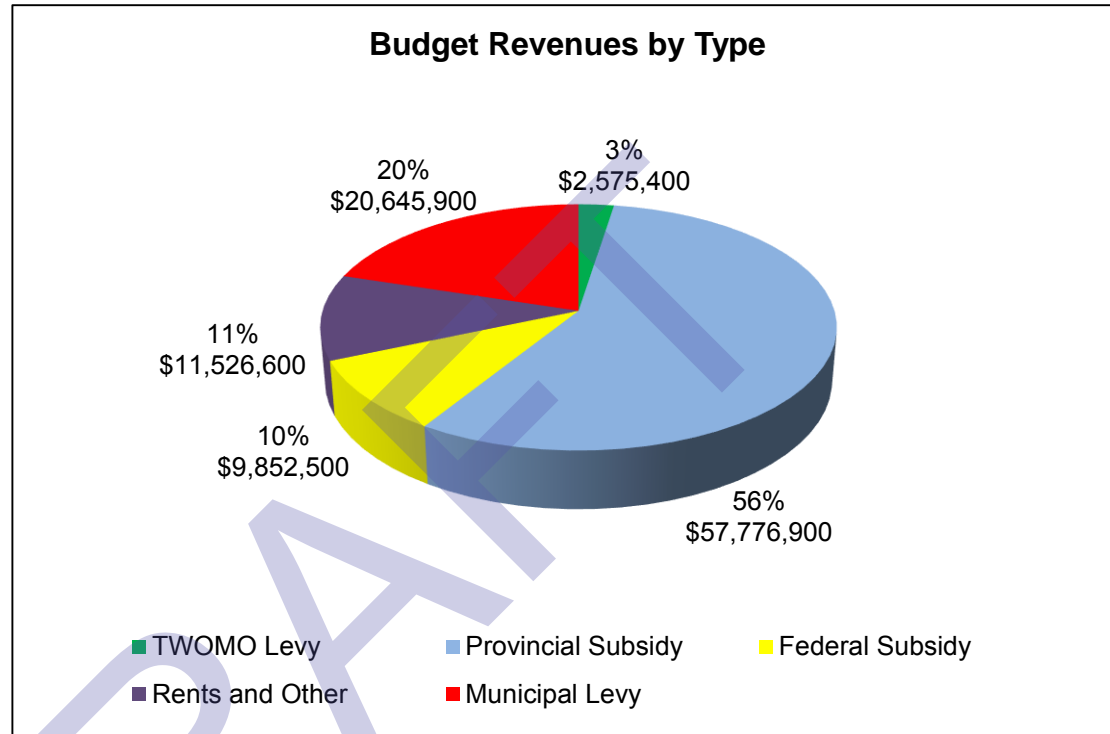
The total proposed TBDSSAB Operating Budget of \$100.3 million represents a \$6.3 million decrease from the prior year's Budget, of \$106.7 million. This decrease is due primarily to reductions in Child Care Expansion and Early Learning Child Care (ELCC) funding, the elimination of the Social Housing Apartment Improvement Program (SHAIP), and the end of Investment in Affordable Housing (IAH) program.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Grants</b>					
Ontario Works	31,769,100	33,696,900	33,886,900	190,000	0.6%
Child care	13,101,600	20,756,600	16,379,800	(4,376,800)	-21.1%
Housing and homelessness	22,192,700	20,199,000	17,362,700	(2,836,300)	-14.0%
<b>Total Grants</b>	<b>67,063,400</b>	<b>74,652,500</b>	<b>67,629,400</b>	<b>(7,023,100)</b>	<b>-9.4%</b>
<b>Income Earned</b>					
Income earned on unrestricted funds	84,000	84,000	100,000	16,000	19.0%
Income earned on reserve funds	200,000	200,000	200,000	-	0.0%
<b>Total Income Earned</b>	<b>284,000</b>	<b>284,000</b>	<b>300,000</b>	<b>16,000</b>	<b>5.6%</b>
Rents and other revenues	10,921,900	11,221,800	11,403,100	181,300	1.6%
Levy to municipalities and TWOMO	23,510,000	22,806,700	23,221,300	414,600	1.8%
From (to) CSRP Reserve Fund	118,100	30,000	-	(30,000)	-100.0%
From (to) Capital Regeneration Reserve Fund	-	-	50,000	50,000	n/a
From (to) Employment Compensation and Benefits Reserve Fund	35,000	65,000	-	(65,000)	-100.0%
From (to) Levy Stabilization Reserve Fund	-	65,000	201,300	136,300	209.7%
From (to) Office Building Reserve Fund	(91,500)	(110,500)	(71,600)	38,900	35.2%
From (to) OW Client Benefits Reserve Fund	48,600	-	-	-	n/a
From (to) Social Housing Reserve Fund	-	-	10,000	10,000	n/a
From (to) Direct-Owned Housing Portfolio Capital Replacement Reserve Fund	(2,121,100)	(2,148,500)	(2,206,000)	(57,500)	-2.7%
From (to) reserve funds	(200,000)	(200,000)	(200,000)	-	0.0%
<b>Total Financing</b>	<b>99,568,400</b>	<b>106,666,000</b>	<b>100,337,500</b>	<b>(6,328,500)</b>	<b>-5.9%</b>
<b>Expenditures</b>					
Ontario Works	36,731,600	37,869,400	38,194,600	325,200	0.9%
Child care programs	15,021,600	22,495,200	18,118,800	(4,376,400)	-19.5%
Housing and homelessness programs	47,159,800	45,711,500	43,461,800	(2,249,700)	-4.9%
Other	655,400	589,900	562,300	(27,600)	-4.7%
<b>Total Expenditures</b>	<b>99,568,400</b>	<b>106,666,000</b>	<b>100,337,500</b>	<b>(6,328,500)</b>	<b>-5.9%</b>



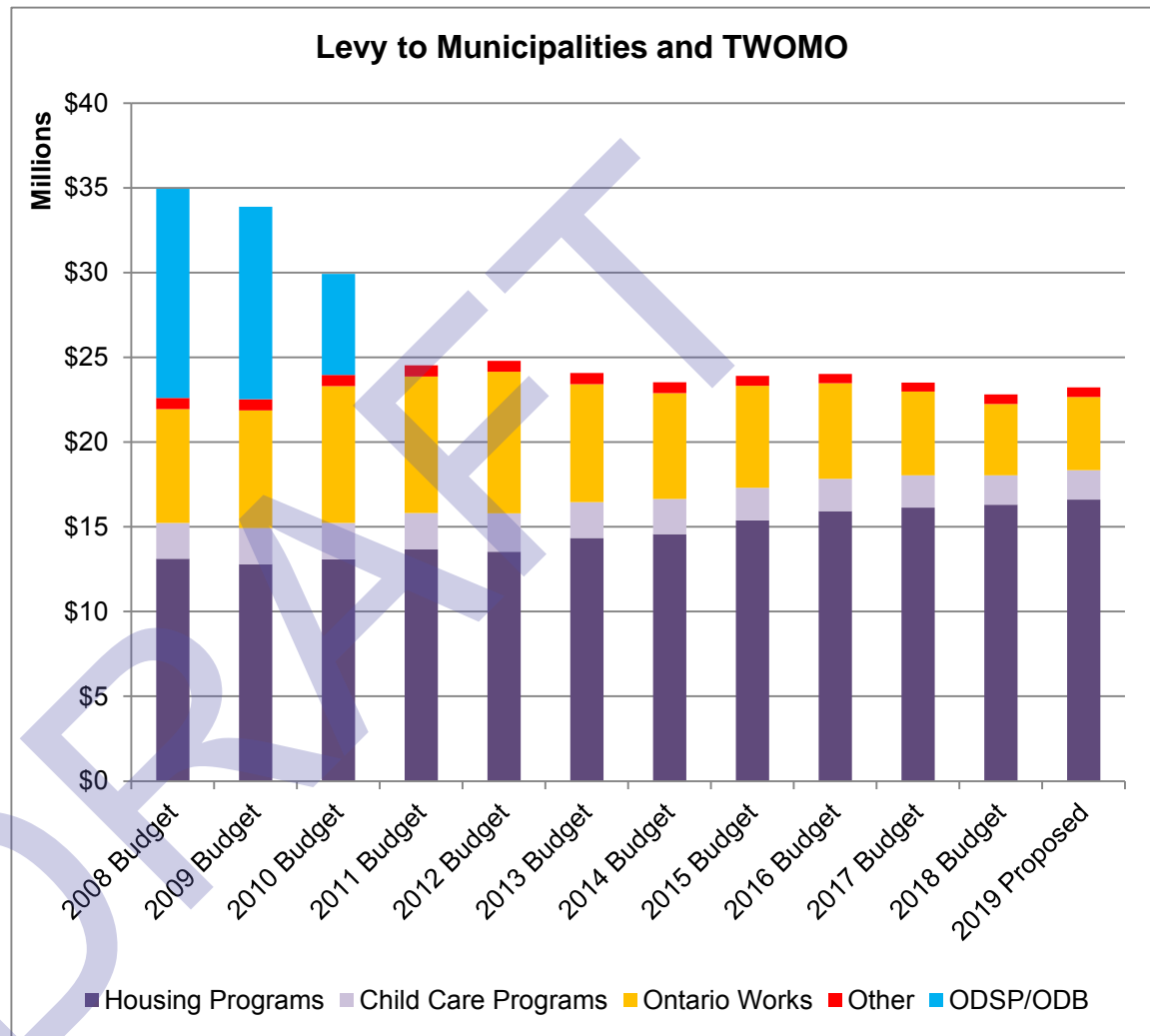
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 3% (\$2.6 million).
- Provincial funding accounts for the single largest category, at 56% (\$57.8 million).
- Federal funding accounts for an additional 10% (\$9.9 million) of funding.
- Tenant rents account for 11%, (\$11.5 million) in 2019.
- The levy to municipalities represent 20% (\$20.6 million) of the funding.



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

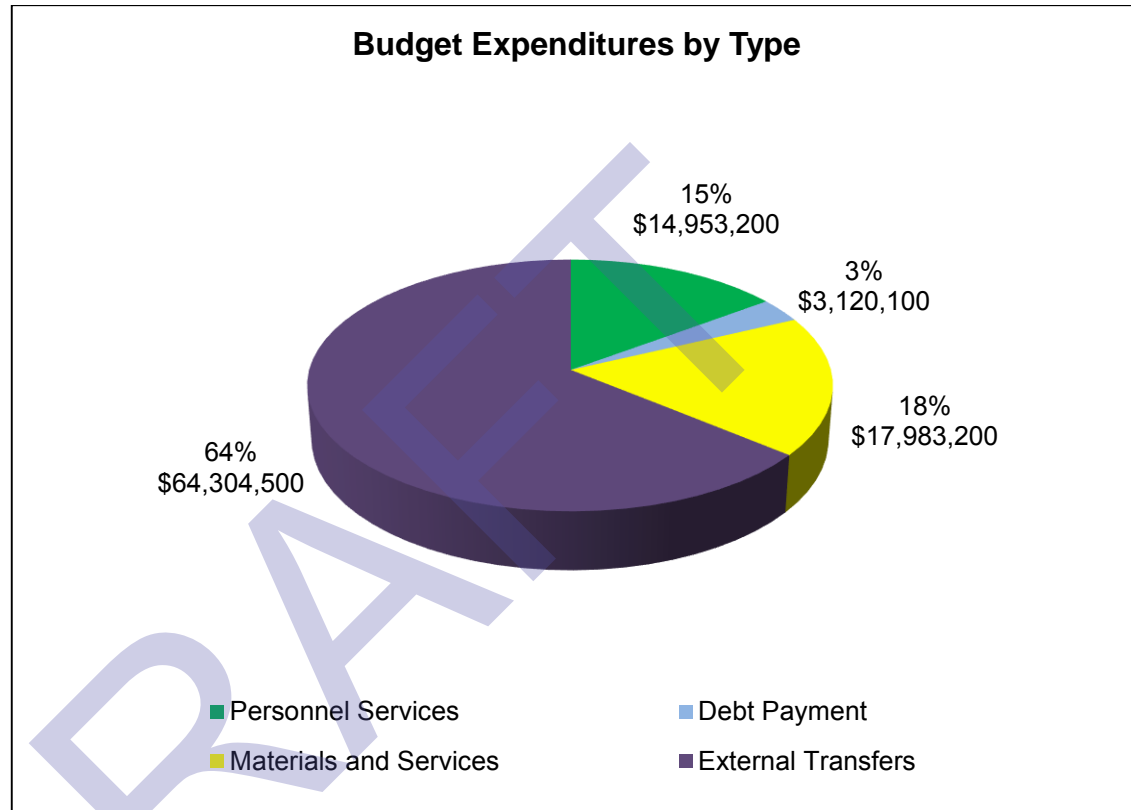
Effective January 1, 2018, the cost of OW Financial and Employment assistance 2018 was fully uploaded to the Province. The Levy to Municipalities and TWOMO chart provides a breakdown of the levy by program since 2008, when the uploading of the ODSP and ODB began.



The largest component of the TBDSSAB Budget relates to external transfers to agencies and eligible individuals and families, at \$64.3 million, or 64% 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 82%, or \$82.3 million, of the total proposed budget.

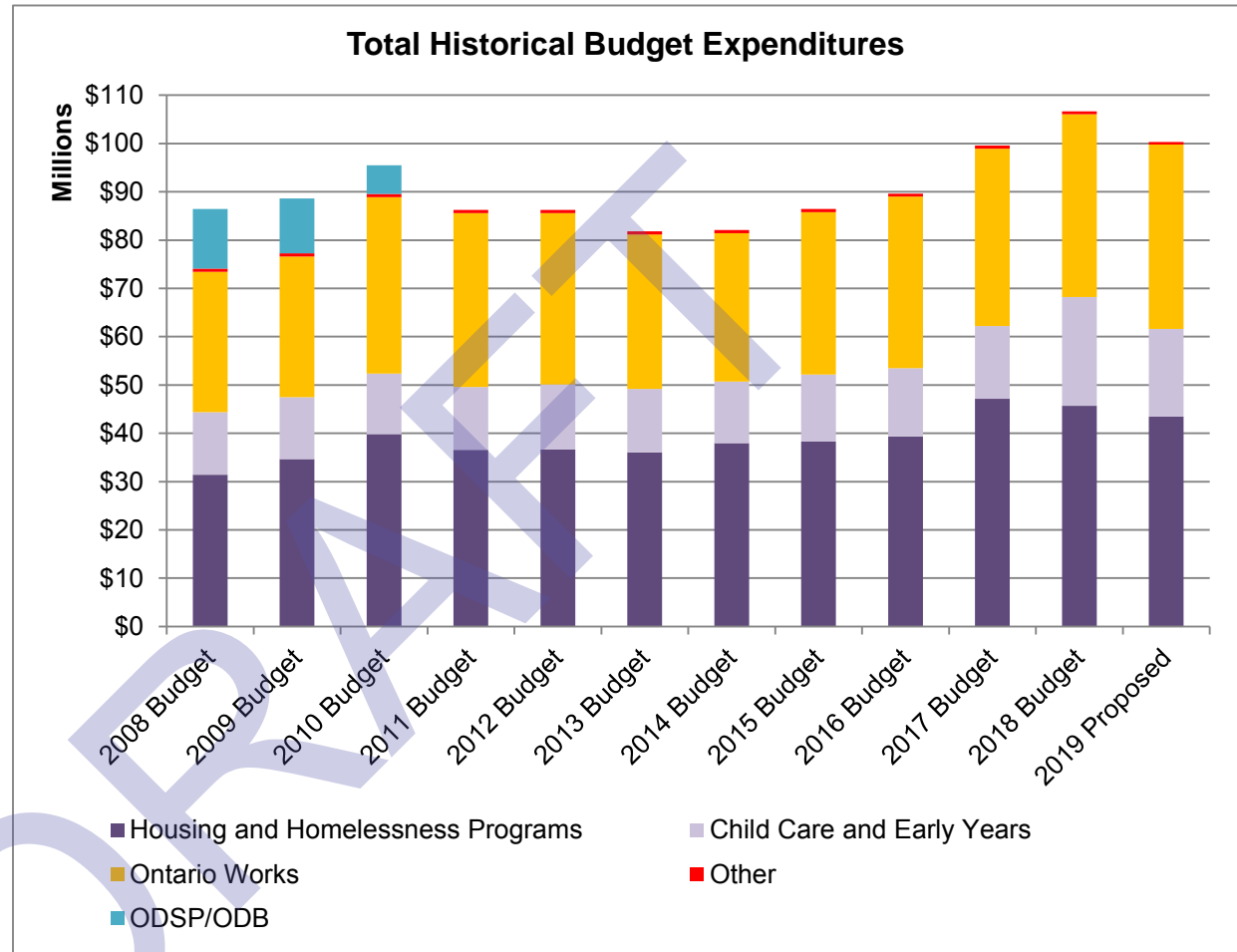
Personnel services accounts for 15%, or \$15.0 million, of the total proposed budget.

The remaining 3%, or \$3.1 million, of the budget is required to service the long-term debt of owned properties.



The Total Historical Budget Expenditures chart identifies the distribution across the three program areas – OW, Child Care and Early Years, and Housing and Homelessness 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 to the Province in 2011.





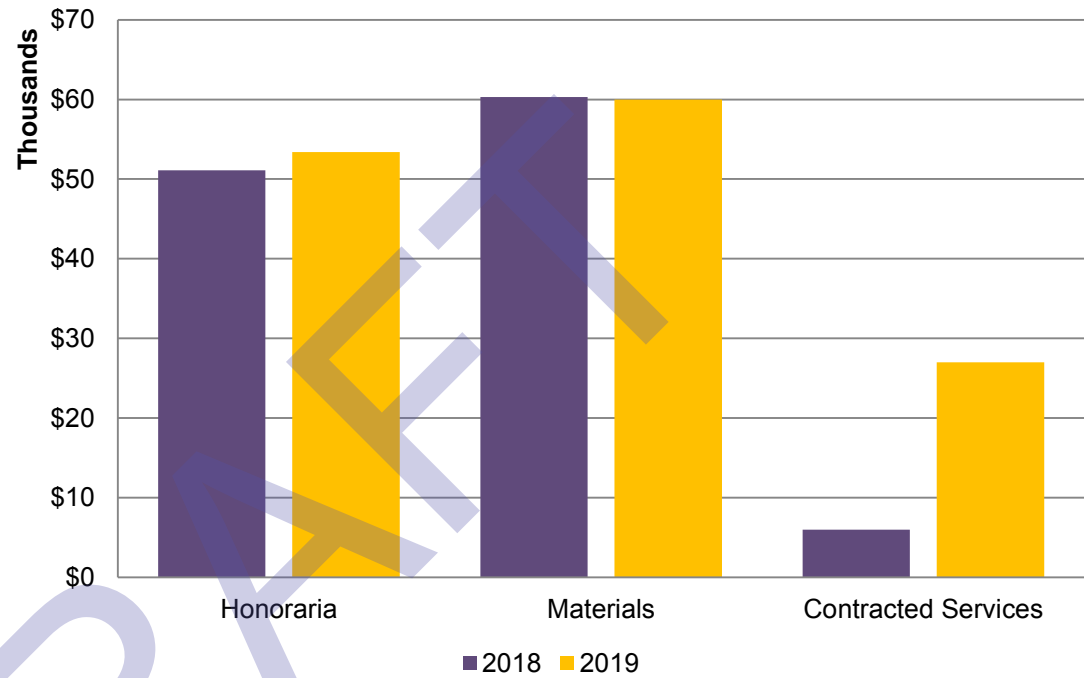
**THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD**

## **Divisional Operating Budgets**

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**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	2017 Budget (\$)	2018 Budget (\$)	2019				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
<b>Expenditures</b>							
Personnel services	51,300	51,100	53,400	-	-	<b>53,400</b>	4.5%
Materials	60,900	60,300	60,000	-	-	<b>60,000</b>	-0.5%
Contracted services	3,500	6,000	27,000	-	-	<b>27,000</b>	350.0%
<b>Total Expenditures</b>	<b>115,700</b>	<b>117,400</b>	<b>140,400</b>	-	-	<b>140,400</b>	<b>19.6%</b>

### 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 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 that the Practical Vision of the TBDSSAB is carried out, that is, to 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 are to oversee the operation of the organization and to provide relevant, timely information to the Board of Directors to assist them in making evidence-based decisions.

### Major Initiatives Planned for 2019

#### COMMUNICATIONS & ENGAGEMENT

- Continue with the timely and accurate communication with clients/tenants, stakeholders and staff. This will be accomplished with the up-to-date website, increased social media presence, staff and municipal newsletters and frequent media releases highlighting key initiatives and events.
- Facilitate increased engagement with residents and service recipients. This will continue using the social media platforms (Facebook, Twitter, LinkedIn and Instagram), surveys, & information booths at community events within the District of Thunder Bay.
- Coordinate and track timely responses to complaints directed to the Senior Management level.
- The CAO will continue to participate in various provincial and regional tables to advance the positions adopted by the Board.

#### HUMAN RESOURCES

- Develop a Workplace Inclusion Policy to achieve cultural safety and service excellence.
- Further enhance the employee orientation program by developing a section on Indigenous Awareness and Workplace Inclusion.
- Deliver Indigenous Workplace Inclusion training to the leadership team to highlight the role that leadership plays in building an Indigenous inclusive workplace.
- Continue to increase TBDSSAB's presence at career fairs and community events to promote employment opportunities.

#### POLICY & RESEARCH

- Development of 3 position papers for the Board's approval.
- Development of research partnerships.
- Data collection, analysis and mapping to support the Child Care and Early Years Service System Plan and Housing and Homelessness Plan.
- Ontario Works Client survey data collection and analysis.

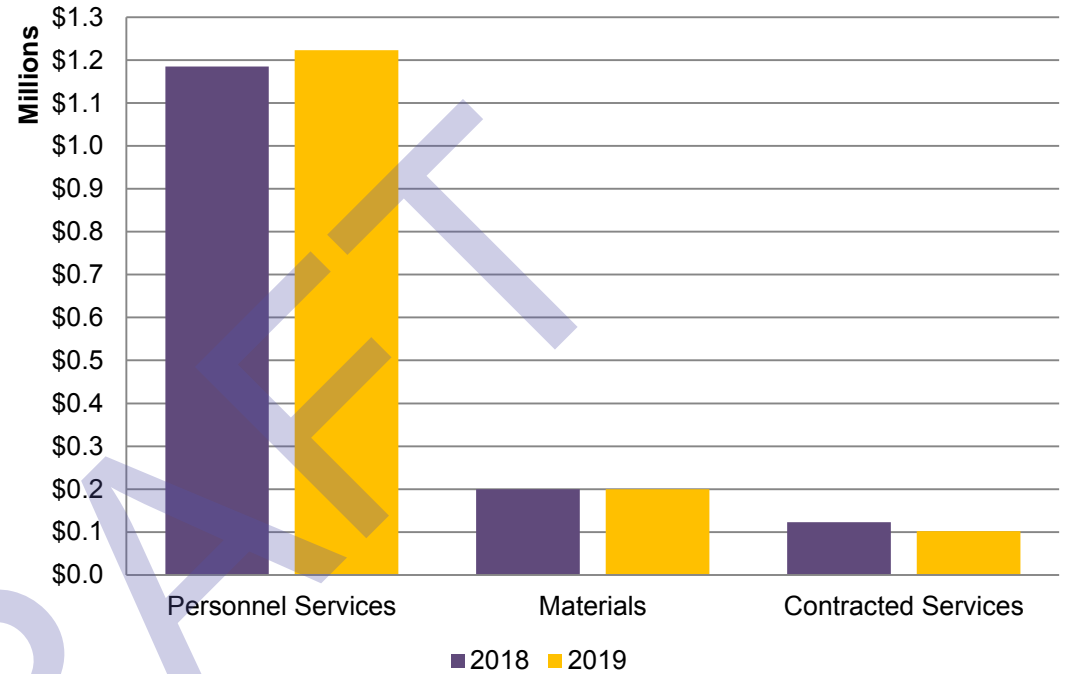


THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

2019 Operating and Capital Budget

Office of the Chief Administrative Officer

Staff Complement	2018 Budget	2019 Budget
Full-Time	12.00	12.00
Part-Time	-	-
Temporary	-	-
<b>Total</b>	<b>12.00</b>	<b>12.00</b>



Description	2017 Budget (\$)	2018 Budget (\$)	2019				Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	
<b>Expenditures</b>							
Personnel services	1,000,500	1,185,200	1,223,700	-	-	<b>1,223,700</b>	3.2%
Materials	171,200	199,400	199,900	-	-	<b>199,900</b>	0.3%
Contracted services	173,300	122,800	102,100	-	-	<b>102,100</b>	-16.9%
<b>Total Expenditures</b>	<b>1,345,000</b>	<b>1,507,400</b>	<b>1,525,700</b>	-	-	<b>1,525,700</b>	<b>1.2%</b>

## Corporate Services Division

Responsible for the Finance, Information Services and Procurement 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 an Enterprise Risk Management Framework to minimize identified risks and liability exposure.
- Implementation of a comprehensive internal review program to continuously monitor and measure financial management processes across the organization.
- Performance-based budgeting process to support enhanced budget processes, including enhanced internal and external financial reporting.

### 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 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 TBDSSAB funding partners and to service providers.

### INFORMATION SERVICES OBJECTIVES

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

#### PROCUREMENT 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 2019**

##### DIRECTOR'S OFFICE

- Enterprise risk management. Implement a risk management framework to minimize identified risks and liability exposure.
- Internal review program. Continue developing and implementing internal review processes to maximize internal controls and value-for-money processes.

##### FINANCE

- Performance-based budgeting. Further development and enhancements to the budget process relative to enhanced internal and external reporting.
- Financial management. Implement Social Assistance Modernization process enhancements including the rollout of Reloadable Payment Cards processes and controls.

- Management processes. Research best practices to digitize certain transactional records.

##### INFORMATION SERVICES

- Continuous improvement. Implement recommendations per the Internal Records Management Review.
- Communication. Upgrade email system and other software to stay current with supported platforms, and implement new communication system in satellite office.
- Scheduling system. Implement new scheduling system for interview and training rooms at TBDSSAB headquarters.
- Management process. Begin digitizing client records and create digital repository.

##### PURCHASING & INVENTORY CONTROL

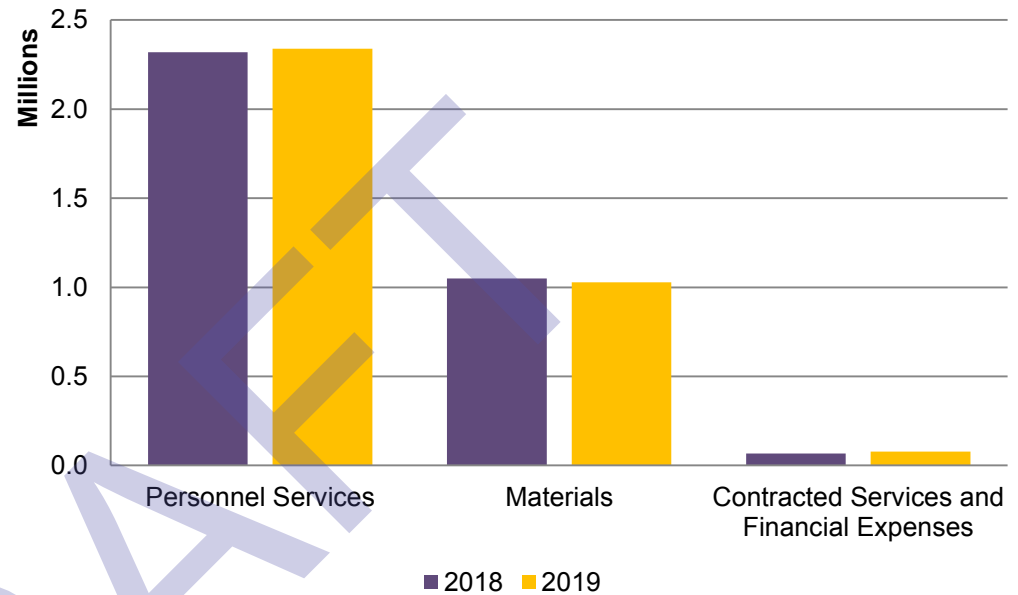
- Procure to pay. Continue to enhance the newly implemented electronic bid platform to maximize the effectiveness of the procurement process for bidders.
- Management processes. Implement tools on electronic bid platform to maximize the benefits of the system.

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

2019 Operating and Capital Budget

Corporate Services Division

Staff Complement	2018 Budget	2019 Budget
Full-Time	27.00	27.00
Part-Time	-	-
Temporary	0.66	0.66
<b>Total</b>	<b>27.66</b>	<b>27.66</b>



Description	2017 Budget (\$)	2018 Budget (\$)	2019				Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	
<b>Expenditures</b>							
Personnel services	2,271,100	2,318,900	2,339,100	-	-	<b>2,339,100</b>	0.9%
Materials	1,055,000	1,049,300	1,027,700	-	-	<b>1,027,700</b>	-2.1%
Contracted services	50,400	49,900	60,900	-	-	<b>60,900</b>	22.0%
Rents and financial expenses	14,900	17,500	16,700	-	-	<b>16,700</b>	-4.6%
<b>Total Expenditures</b>	<b>3,391,400</b>	<b>3,435,600</b>	<b>3,444,400</b>	-	-	<b>3,444,400</b>	<b>0.3%</b>

## Client Services Division

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

### Strategic Plan Deliverables

- Recognized client diversity. Recognizing the demographics of our community ensures programming materials, objectives and outcomes take into consideration a diverse clientele and their needs. It also helps individual clients by creating confidence in staff 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.

## 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.

### INTEGRATED INTAKE SERVICES OBJECTIVES

- To provide accurate and timely assistance to clients, tenants, applicants, partners, and general public to access internal services and programs, along with acting as a referral resource to community services and programs.

### ONTARIO WORKS OBJECTIVES

- To move people to education and/or employability to become self-sufficient.
- To improve OW recipient's employability factors and 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' sector.
- 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.

**Major Initiatives Planned for 2019**

DIRECTOR'S OFFICE

- Establish Quality Management System (QMS) for the Division, including cascading to program areas.
- Incorporate Enterprise Risk Management processes throughout the Division.

INTEGRATED INTAKE SERVICES

- Enhance housing application process in conjunction with the upgrade to the Rent Café system.
- Process review of all Intake 'stations' to maximize process efficiency.

ONTARIO WORKS

- Enhance case management processes to maximize client touch points.
- Implement processes related to Social Assistance Modernization based on Provincial direction and internal process implications/updates required.
- Link internal processes to QMS and best practices identified during the Ontario Works Provincial Audit process.
- Enhance regular reporting to the OW Administrator reporting.
- Continued implementation of the Employment Program Review to enhance outcomes for participants.

CHILD CARE AND EARLY YEARS

- Review of Child Care Waitlist processes to enhance best practices relative to waitlist management.
- Development of a Child Care and Early Years Service System Plan for Board approval and submission to the Ministry.

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

## Client Services Division - Ontario Works

The largest component of the Client Services Division budget, representing 67% (\$38.2 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.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Client allowances and benefits	25,069,400	25,972,000	26,034,900	62,900	0.2%
Program delivery and employment assistance	10,953,300	11,187,100	11,449,200	262,100	2.3%
Addiction services initiative	708,900	710,300	710,500	200	0.0%
<b>Total Expenditures</b>	<b>36,731,600</b>	<b>37,869,400</b>	<b>38,194,600</b>	<b>325,200</b>	<b>0.9%</b>
<b>Grants</b>					
Provincial grants - OW	(31,769,100)	(33,696,900)	(33,886,900)	(190,000)	0.6%
<b>Financing</b>					
From Client Benefits Reserve Fund	(48,600)	-	-	-	n/a
From Employment Compensation and Benefits Reserve Fund	(35,000)	(35,000)	-	35,000	-100.0%
From Levy Stabilization Reserve Fund	-	-	(24,600)	(24,600)	n/a
To Office Building Reserve Fund	68,600	82,900	53,700	(29,200)	-35.2%
<b>Total Financing</b>	<b>(31,784,100)</b>	<b>(33,649,000)</b>	<b>(33,857,800)</b>	<b>(208,800)</b>	<b>0.6%</b>
<b>Cost to be Levied</b>	<b>4,947,500</b>	<b>4,220,400</b>	<b>4,336,800</b>	<b>116,400</b>	<b>2.8%</b>

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

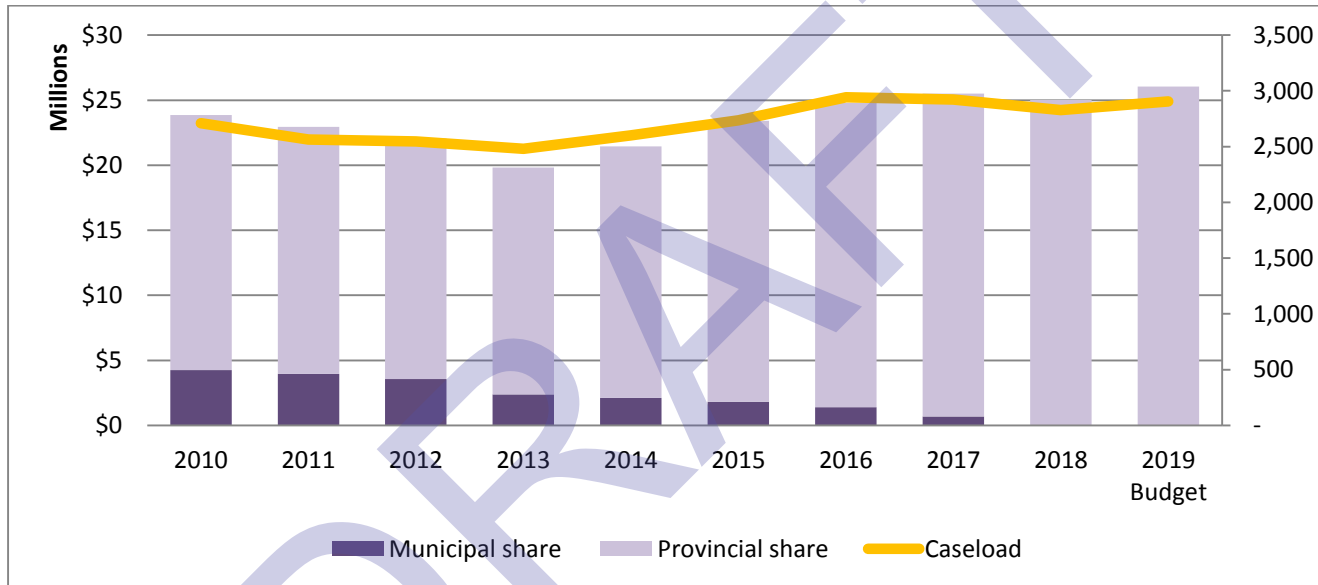
## 2019 Operating and Capital Budget

**Ontario Works Financial Assistance**

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Basic allowance	13,084,700	13,914,900	<b>14,046,300</b>	131,400	0.9%
Shelter	12,299,000	12,408,700	<b>12,058,200</b>	(350,500)	-2.8%
Start-up benefits	174,600	175,800	<b>173,500</b>	(2,300)	-1.3%
Health-related benefits	384,100	351,600	<b>347,000</b>	(4,600)	-1.3%
Mandatory special necessities	314,300	316,400	<b>485,900</b>	169,500	53.6%
Special assistance	1,082,500	984,500	<b>1,075,800</b>	91,300	9.3%
Transitional child benefit	384,100	105,500	<b>69,400</b>	(36,100)	-34.2%
<b>Total Expenditures</b>	<b>27,723,300</b>	<b>28,257,400</b>	<b>28,256,100</b>	<b>(1,300)</b>	<b>0.0%</b>
<b>Client Revenue &amp; Recovery</b>					
Income revenue	(1,571,400)	(1,265,800)	<b>(1,214,700)</b>	51,100	-4.0%
OW recovery	(384,100)	(597,700)	<b>(520,600)</b>	77,100	-12.9%
Repayments & reimbursements	(698,400)	(421,900)	<b>(485,900)</b>	(64,000)	15.2%
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,653,900)</b>	<b>(2,285,400)</b>	<b>(2,221,200)</b>	<b>64,200</b>	<b>-2.8%</b>
<b>Gross Cost For Cost Sharing</b>	<b>25,069,400</b>	<b>25,972,000</b>	<b>26,034,900</b>	<b>62,900</b>	<b>0.2%</b>
<b>Grants</b>					
Provincial grants - OW	(24,388,700)	(25,972,000)	(26,034,900)	(62,900)	0.2%
<b>Financing</b>					
From OW Client Benefits Reserve Fund	(48,600)	-	-	-	n/a
<b>Cost to be Levied</b>	<b>632,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>



The TBDSSAB average monthly OW caseload in 2018 (2,828) decreased 3% over the prior year (2,923 cases). Based on historical trends, and considering the termination of the Basic Income Pilot (anticipate approximately 50 cases would return to Social Assistance), the caseload is expected to increase approximately 3% in 2019. The 2018 Provincial Budget increased certain Social Assistance rates by 1.5%. Factoring these approved Provincial adjustments into the 2019 Budget will increase total costs by \$62,900 over the 2018 approved Budget. However, as a result of the Provincial cost uploading of financial assistance, there is no impact on the levy for municipalities and TWOMO.



**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 2019, TBDSSAB will continue to develop programs and partnerships with community agencies to deliver focused, employment-related services to clients. This will be combined with a focus on individual needs' assessments and reviewing employers' responsibilities and TBDSSAB programming, so that they complement each other, ensuring successful placements.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	4,508,200	4,627,700	<b>4,797,600</b>	169,900	3.7%
Materials and services	401,400	426,500	<b>528,100</b>	101,600	23.8%
Rents and financial expenses	85,600	88,200	<b>89,400</b>	1,200	1.4%
External transfers - persons	1,457,600	1,348,200	<b>1,301,300</b>	(46,900)	-3.5%
Internal administrative expense	3,977,000	4,156,200	<b>4,182,400</b>	26,200	0.6%
Imputed rent recovery	949,000	963,400	<b>964,600</b>	1,200	0.1%
<b>Total Expenditures</b>	<b>11,378,800</b>	<b>11,610,200</b>	<b>11,863,400</b>	<b>253,200</b>	<b>2.2%</b>
<b>Recoveries</b>					
From CSRP	(65,500)	-	-	-	n/a
From homelessness programs	(189,100)	(303,200)	<b>(288,700)</b>	14,500	-4.8%
From child care programs	-	-	<b>(13,300)</b>	(13,300)	n/a
Other revenues and recoveries	(170,900)	(119,900)	<b>(112,200)</b>	7,700	-6.4%
<b>Total Expenditures Less Recoveries</b>	<b>10,953,300</b>	<b>11,187,100</b>	<b>11,449,200</b>	<b>262,100</b>	<b>2.3%</b>
<b>Grants</b>					
Provincial grants - OW	(6,680,200)	(7,011,300)	<b>(7,138,400)</b>	(127,100)	1.8%
<b>Financing</b>					
From Employment Compensation and Benefits Reserve Fund	(35,000)	(35,000)	-	35,000	-100.0%
From Levy Stabilization Reserve Fund	-	-	<b>(24,600)</b>	(24,600)	n/a
To Office Building Reserve Fund	66,800	79,600	<b>50,600</b>	(29,000)	-36.4%
<b>Cost to be Levied</b>	<b>4,304,900</b>	<b>4,220,400</b>	<b>4,336,800</b>	<b>116,400</b>	<b>2.8%</b>

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

**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 2019 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 was subject to the Provincial cost upload, therefore, there is no municipal contribution.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	220,100	240,300	<b>226,000</b>	(14,300)	-6.0%
Materials and services	244,800	263,300	<b>252,800</b>	(10,500)	-4.0%
External transfers - persons	171,700	132,800	<b>155,800</b>	23,000	17.3%
Internal administrative expense	51,500	50,800	<b>52,200</b>	1,400	2.8%
Imputed rent recovery	25,500	26,400	<b>26,800</b>	400	1.5%
<b>Total Expenditures</b>	<b>713,600</b>	<b>713,600</b>	<b>713,600</b>	-	<b>0.0%</b>
<b>Recoveries</b>					
Other revenues and recoveries	(4,700)	(3,300)	<b>(3,100)</b>	200	-6.1%
<b>Total Expenditures Less Recoveries</b>	<b>708,900</b>	<b>710,300</b>	<b>710,500</b>	<b>200</b>	<b>0.0%</b>
<b>Grants</b>					
Provincial grants - OW	(700,200)	(713,600)	<b>(713,600)</b>	-	0.0%
<b>Financing</b>					
To Office Building Reserve Fund	1,800	3,300	<b>3,100</b>	(200)	-6.1%
<b>Cost to be Levied</b>	<b>10,500</b>	-	-	-	<b>n/a</b>

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

## Client Services Division - Child Care and Early Years Programs

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

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Fee subsidy	5,034,200	4,930,100	4,700,000	(230,100)	-4.7%
Special needs resource program	1,590,600	1,590,600	1,590,600	-	0.0%
General operating	4,452,100	4,612,900	4,932,500	319,600	6.9%
Occupancy incentive	300,000	300,000	300,000	-	0.0%
Fee stabilization support	-	81,400	325,600	244,200	300.0%
Wage enhancement	1,050,000	1,133,700	1,113,200	(20,500)	-1.8%
Expansion plan	-	3,346,100	-	(3,346,100)	-100.0%
Early learning child care (ELCC)	-	1,304,100	102,200	(1,201,900)	-92.2%
Base funding for licensed home child care	-	-	56,900	56,900	n/a
Other	297,500	253,300	238,900	(14,400)	-5.7%
EarlyON	1,146,400	3,723,500	3,613,200	(110,300)	-3.0%
Administration	1,150,800	1,219,500	1,145,700	(73,800)	-6.1%
<b>Total Expenditures</b>	<b>15,021,600</b>	<b>22,495,200</b>	<b>18,118,800</b>	<b>(4,376,400)</b>	<b>-19.5%</b>
<b>Grants</b>					
Provincial grants - child care	(11,728,000)	(11,912,800)	(12,287,200)	(374,400)	3.1%
Provincial grants - child care (EarlyON)	(960,800)	(3,723,500)	(3,613,200)	110,300	-3.0%
Provincial grants - child care (mitigation)	(412,800)	(378,400)	(374,800)	3,600	-1.0%
Provincial grants - child care (expansion)	-	(3,437,800)	-	3,437,800	-100.0%
Federal grants - child care (ELCC)	-	(1,304,100)	(104,600)	1,199,500	-92.0%
<b>Financing</b>					
From Employment Compensation and Benefits Reserve Fund	-	(4,800)	-	4,800	-100.0%
To Office Building Reserve Fund	5,500	6,600	4,300	(2,300)	-34.8%
<b>Total Financing</b>	<b>(13,096,100)</b>	<b>(20,754,800)</b>	<b>(16,375,500)</b>	<b>4,379,300</b>	<b>-21.1%</b>
<b>Cost to be Levied</b>	<b>1,925,500</b>	<b>1,740,400</b>	<b>1,743,300</b>	<b>2,900</b>	<b>0.2%</b>

TBDSSAB is developing a long-term Child Care and Early Years Service System 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 and Early Years Budget include Fee Subsidy, Special Needs Resource Programs, General Operating, and EarlyON Child and Family Centres.

### 1. 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 2019 as follows:

<b>TBDSSAB Maximum Child Care Daily Rates</b>			
	2018 Rates	2019 Rates	Increase
Infant	\$68	\$69	1.5%
Toddler	\$51	\$52	2.0%
Pre-School	\$45	\$46	2.2%
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 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 Resource Programs

TBDSSAB has engaged Children's Centre Thunder Bay (CCTB) and George Jeffrey Children's Centre (GJCC) as the third-party administrators for Special Needs' Resource Programs for children within licensed child care centres. Through these partnership, children with special needs receive co-ordinated, high-quality Child Care services.

In particular:

1. CCTB - 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 individualized children. Resource Consultants receive mentorship from a supervisor with a background in Early Childhood Inclusive Practices within a team approach.
2. GJCC - Occupational Therapist Assistant provides early intervention for both fine and gross motor skills. The program is available to support children in their development with motor skills necessary for activities of daily living, school-related skills, and leisure activities. The Assistant supports the Resource Consultants and educators by building capacity through engagement in early intervention programming.

In 2019, Administration will continue to work with the Service Provider to encourage continued comprehensive data collection to support the long-term Child Care and Early Years Service System 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 2019, 100% of the allocated points will be based on licensed spaces. 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, per Report No. 2015-59 - Child Care Mitigation funding.

The General Operating funding model also incorporates a rural factor which provides additional funding to Centres geographically located in communities other than the City of Thunder Bay.

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

**4. EarlyON**

Effective January 1, 2018, TBDSSAB is responsible for administering the EarlyON programs. In 2019, TBDSSAB will implement the Child Care and Early Years' Service System Plan and integrate the Early Years' Plan.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Ontario early years centres	-	1,139,700	1,139,700	-	0.0%
Resource centres	848,100	848,100	848,100	-	0.0%
Data analysis services	73,200	92,700	92,700	-	0.0%
Early child development planning	57,400	57,400	57,400	-	0.0%
Journey together	-	1,348,100	1,237,800	(110,300)	-8.2%
Internal administrative expense	167,700	237,500	237,500	-	0.0%
<b>Total Expenditures</b>	<b>1,146,400</b>	<b>3,723,500</b>	<b>3,613,200</b>	<b>(110,300)</b>	<b>-3.0%</b>
<b>Grants</b>					
Provincial grants - child care (EarlyON)	(960,800)	(3,723,500)	(3,613,200)	110,300	-3.0%
<b>Total Financing</b>	<b>(960,800)</b>	<b>(3,723,500)</b>	<b>(3,613,200)</b>	<b>110,300</b>	<b>-3.0%</b>
<b>Cost to be Levied</b>	<b>185,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

**Child Care Administration**

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

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	620,600	719,000	<b>720,400</b>	1,400	0.2%
Materials	75,700	76,800	<b>49,900</b>	(26,900)	-35.0%
Contracted services	3,000	3,000	<b>1,000</b>	(2,000)	-66.7%
Internal administrative expense	555,300	588,800	<b>540,700</b>	(48,100)	-8.2%
Imputed rent recovery	78,000	79,200	<b>80,400</b>	1,200	1.5%
<b>Total Expenditures</b>	<b>1,332,600</b>	<b>1,466,800</b>	<b>1,392,400</b>	<b>(74,400)</b>	<b>-5.1%</b>
<b>Recoveries</b>					
From EarlyON	(167,700)	(237,500)	<b>(237,500)</b>	-	0.0%
Other revenues and recoveries	(14,100)	(9,800)	<b>(9,200)</b>	600	-6.1%
<b>Total Expenditures Less Recoveries</b>	<b>1,150,800</b>	<b>1,219,500</b>	<b>1,145,700</b>	<b>(73,800)</b>	<b>-6.1%</b>
<b>Grants</b>					
Provincial grants - child care	(788,700)	(792,100)	<b>(807,200)</b>	(15,100)	1.9%
Provincial grants - child care (mitigation)	(30,600)	-	-	-	n/a
Provincial grants - child care (expansion)	-	(91,700)	-	91,700	-100.0%
Federal grants - child care (ELCC)	-	-	<b>(2,400)</b>	(2,400)	n/a
<b>Financing</b>					
From Employment Compensation and Benefits Reserve Fund	-	(4,800)	-	4,800	-100.0%
To Office Building Reserve Fund	5,500	6,600	<b>4,300</b>	(2,300)	-34.8%
<b>Cost to be Levied</b>	<b>337,000</b>	<b>337,500</b>	<b>340,400</b>	<b>2,900</b>	<b>0.9%</b>



**Other - 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 from the municipal and TWOMO levy.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Extraordinary needs	152,700	63,100	<b>63,100</b>	-	0.0%
Employment related expenses	45,000	27,800	<b>27,800</b>	-	0.0%
Reduce child poverty - nutrition	337,800	390,500	<b>362,900</b>	(27,600)	-7.1%
Reduce child poverty - recreation	54,400	108,500	<b>108,500</b>	-	0.0%
Internal administrative expense	65,500	-	-	-	n/a
<b>Total Expenditures</b>	<b>655,400</b>	<b>589,900</b>	<b>562,300</b>	<b>(27,600)</b>	<b>-4.7%</b>
<b>Financing</b>					
From CSRP Reserve Fund	(118,100)	(30,000)	-	30,000	-100.0%
<b>Cost to be Levied</b>	<b>537,300</b>	<b>559,900</b>	<b>562,300</b>	<b>2,400</b>	<b>0.4%</b>

## 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 TBDSSAB directly owns and operates 2,479 housing units, and also supports 929 housing units owned and 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.

## 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

- To expand affordable housing options through exploration of opportunities with private landlords.
- To develop strategies for continued opportunities with non-profit Housing Providers.
- To provide programs and incentives to help people maintain existing housing, or to become housed and to reduce chronic homelessness through initiatives and supports via service providers.
- To work toward the recommendations and objectives of the 10-year Housing and Homelessness Plan.

PROPERTY MANAGEMENT OBJECTIVES

- To seek community service partnerships to bring services and supports to TBDSSAB tenants.
- To develop and implement Tenant Support strategies to promote high successful tenancies.

FACILITIES OBJECTIVES

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

**Major Initiatives Planned for 2019**

DIRECTOR'S OFFICE

- Establish Quality Management System (QMS) for the Division, including cascading to program areas.
- Maximize efficiency in direct-owned properties, including property divestment and regeneration.
- Incorporate Enterprise Risk Management processes throughout the Division.

HOUSING PROGRAMS

- Development of End-of-Operating-Agreement strategies, including opportunities for extension of existing partnerships.
- Expansion of Rent Supplement and Portable Housing Benefit.
- Participate in Homelessness Co-ordinated Access system to support chronically homeless individuals and families.

PROPERTY MANAGEMENT

- Maintain existing, and explore new, opportunities for partnerships with community agencies to enhance the life experiences of tenants.
- Increase tenant engagement through programming.
- Focus on new arrears-prevention efforts.

FACILITIES

- Complete capital improvements and renovations to ensure that properties are maintained according to best practices and recommendations, as outlined in the Building Condition Assessments.
- Continue implementation of the mobile maintenance system and review processes based on data.
- Increase unit inspection frequency.

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

## Housing Services Division – Social and Affordable Housing, and Homelessness, Programs

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

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Non-profit housing providers	6,371,600	6,329,500	6,271,400	(58,100)	-0.9%
Urban native housing program	2,126,200	2,157,900	2,082,600	(75,300)	-3.5%
Rent supplement	5,264,700	5,604,200	5,681,800	77,600	1.4%
Investment in Affordable Housing	8,025,200	4,606,000	3,165,600	(1,440,400)	-31.3%
SHARP/SHAIP	1,730,000	1,862,600	1,036,400	(826,200)	-44.4%
Homelessness prevention	2,956,900	4,772,300	4,558,400	(213,900)	-4.5%
Direct-owned housing & administration	20,685,200	20,379,000	20,665,600	286,600	1.4%
<b>Total Expenditures</b>	<b>47,159,800</b>	<b>45,711,500</b>	<b>43,461,800</b>	<b>(2,249,700)</b>	<b>-4.9%</b>
<b>Revenues</b>					
Rents and other	(10,921,900)	(11,221,800)	(11,403,100)	(181,300)	1.6%
<b>Grants</b>					
Provincial grants - housing	(7,855,100)	(9,375,100)	(7,614,800)	1,760,300	-18.8%
Federal grants - housing	(5,318,100)	(2,303,000)	(1,582,800)	720,200	-31.3%
Federal block funding	(9,019,500)	(8,520,900)	(8,165,100)	355,800	-4.2%
<b>Financing</b>					
To Direct-Owned Housing Portfolio Capital Replacement Reserve Fund	2,121,100	2,148,500	2,206,000	57,500	2.7%
To Office Building Reserve Fund	17,400	21,000	13,600	(7,400)	-35.2%
From Capital Regeneration Reserve Fund	-	-	(50,000)	(50,000)	n/a
From Employment Compensation and Benefits Reserve Fund	-	(25,200)	-	25,200	-100.0%
From Levy Stabilization Reserve Fund	-	(65,000)	(176,700)	(111,700)	171.8%
From Social Housing Reserve Fund	-	-	(10,000)	(10,000)	n/a
<b>Total Financing</b>	<b>(30,976,100)</b>	<b>(29,341,500)</b>	<b>(26,782,900)</b>	<b>2,558,600</b>	<b>-8.7%</b>
<b>Cost to be Levied</b>	<b>16,183,700</b>	<b>16,370,000</b>	<b>16,678,900</b>	<b>308,900</b>	<b>1.9%</b>

### **Non-Profit 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 2019 MAH cost indices result in a decrease of \$58,100. The total 2019 Budget related to Social Housing Providers is \$6,271,400, a decrease of 1% over the 2018 Budget of \$6,329,500.

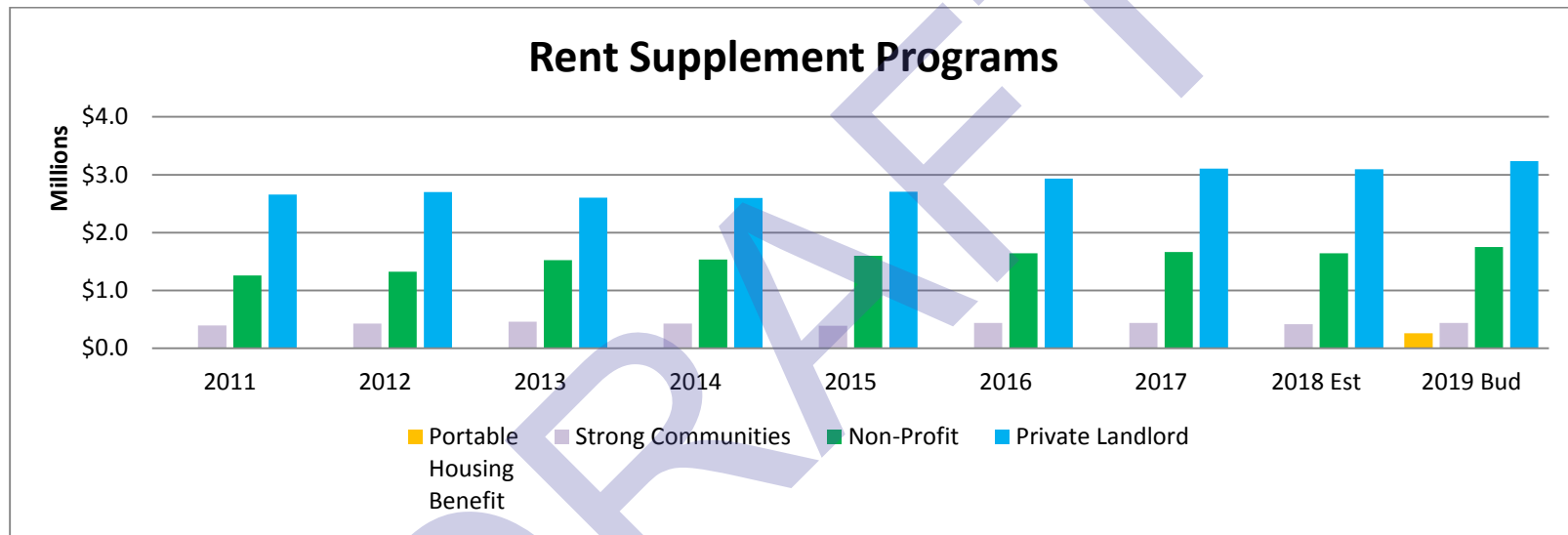
### **Urban Native Housing**

The Urban Native Housing Program Budget for 2019 totals \$2,082,600 (2018 - \$2,157,900). 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. In accordance with the terms of the Operating Agreements, 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 2018). Although there are increases in Operating Budget lines for funded units, including Administration, Maintenance, Property Taxes, and Utilities, 14 Urban Native Housing Program mortgages will mature throughout the 2019 year, resulting in a prorated subsidy reduction equivalent to 7 units. For the 2019 Year, 201 units will be subsidized.

**Rent Supplement**

The Rent Supplement Budget, which totals \$5,681,800 in 2019 (2018 - \$5,604,200), includes 671 private landlord, non-profit and Strong Communities’ rent-supplement units, Portable Housing Benefits (PHB), as well as 180 arrangements with Direct-Owned Housing projects (123-Andras Court, 51-Sequoia Park, 6-Paterson Court). The increase in the 2019 Budget is due, mainly, to the application of the Ontario 2019 Rent-Increase Guideline to existing units (1.8%), as well as a proposed expansion of the program to address Service Level Standards’ shortfalls.



**Social Housing Apartment Improvement Program**

In 2017 the Province provided the 100%-Provincially-funded Social Housing Apartment Improvement Program (SHAIP) to TBDSSAB, directed at 150+-unit buildings (Andras Court and Spence Court). SHAIP was subsequently cancelled by the Province, however in 2019 TBDSSAB will complete projects in these two buildings, totalling \$1,036,400, that were initiated 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:

Description	2017	2018	2019	2018 to 2019	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
<b>IAH</b>					
Rent Supplement	90,000	90,000	<b>120,000</b>	30,000	33.3%
Reinvested Ontario Renovates	-	-	<b>200,000</b>	200,000	n/a
<b>IAH Extension</b>					
Rental Housing	1,818,000	2,098,800	<b>1,282,100</b>	(816,700)	-38.9%
Ontario Renovates	363,600	227,200	<b>761,800</b>	534,600	235.3%
Housing Allowance	230,200	225,600	<b>53,400</b>	(172,200)	-76.3%
Internal Allocation Housing Allowance	-	20,400	<b>25,400</b>	5,000	24.5%
Internal administrative expense	84,400	84,300	<b>84,100</b>	(200)	-0.2%
<b>IAH - Social Infrastructure Fund</b>					
Social Housing Improvement Project (SHIP)	2,611,000	-	-	-	n/a
Ontario Renovates	679,500	569,400	-	(569,400)	-100.0%
Housing Allowance	-	-	<b>77,200</b>	77,200	n/a
Rental Housing	1,609,400	1,147,900	<b>529,700</b>	(618,200)	-53.9%
Survivors of Domestic Violence	256,000	47,300	-	(47,300)	-100.0%
Internal administrative expense	283,100	95,100	<b>31,900</b>	(63,200)	-66.5%
<b>Total Expenditures</b>	<b>8,025,200</b>	<b>4,606,000</b>	<b>3,165,600</b>	<b>(1,440,400)</b>	<b>-31.3%</b>
<b>Grants</b>					
Provincial grants - housing	(2,707,100)	(2,303,000)	(1,582,800)	720,200	-31.3%
Federal grants - housing	(5,318,100)	(2,303,000)	(1,582,800)	720,200	-31.3%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

**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.

In 2017, the Province approved TBDSSAB's application to the 100%-Provincially-funded Home for Good (HFG) Program, to provide supportive housing to meet the needs of chronically-homeless people in the District of Thunder Bay.

Description	2017	2018	2019	2018 to 2019	
	Budget (\$)	Budget (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Community Homelessness Prevention Initiative</b>					
Housing with related supports	263,300	211,400	<b>211,400</b>	-	0.0%
Services and supports	580,800	628,800	<b>667,200</b>	38,400	6.1%
Homelessness prevention	635,300	1,080,000	<b>796,600</b>	(283,400)	-26.2%
Emergency shelters	1,181,800	1,181,800	<b>1,181,800</b>	-	0.0%
Homelessness enumeration	-	50,000	-	(50,000)	-100.0%
Internal administrative expense	295,700	350,200	<b>326,300</b>	(23,900)	-6.8%
<b>Home For Good</b>					
Operating - funded agencies	-	651,000	<b>651,000</b>	-	0.0%
Rent supplement	-	412,800	<b>412,100</b>	(700)	-0.2%
Tenant support	-	79,300	<b>80,000</b>	700	0.9%
Internal administrative expense	-	127,000	<b>127,000</b>	-	0.0%
Capital	-	-	<b>100,000</b>	100,000	n/a
Internal administrative expense	-	-	<b>5,000</b>	5,000	n/a
<b>Total Expenditures</b>	<b>2,956,900</b>	<b>4,772,300</b>	<b>4,558,400</b>	<b>(213,900)</b>	<b>-4.5%</b>
<b>Grants</b>					
Provincial grants - homelessness	(2,956,900)	(4,772,300)	<b>(4,558,400)</b>	213,900	-4.5%
<b>Cost to be Levied</b>	-	-	-	-	<b>n/a</b>



## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

**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	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Personnel services	4,061,500	4,418,600	<b>4,518,800</b>	100,200	2.3%
Interest on long-term debt	521,100	410,400	<b>356,500</b>	(53,900)	-13.1%
Materials	13,493,000	13,482,400	<b>13,663,900</b>	181,500	1.3%
Contracted services	30,000	55,000	<b>90,000</b>	35,000	63.6%
Rents and financial expenses	78,000	156,400	<b>167,200</b>	10,800	6.9%
Repayment of long-term debt	2,768,600	2,387,000	<b>2,368,600</b>	(18,400)	-0.8%
Internal administrative expense	1,450,300	1,443,900	<b>1,391,400</b>	(52,500)	-3.6%
Imputed rent recovery	247,000	250,800	<b>268,000</b>	17,200	6.9%
<b>Total Expenditures</b>	<b>22,649,500</b>	<b>22,604,500</b>	<b>22,824,400</b>	<b>219,900</b>	<b>1.0%</b>
<b>Recoveries</b>					
From housing and homelessness programs	(690,300)	(831,700)	<b>(738,700)</b>	93,000	-11.2%
From rent supplement program	(1,078,400)	(1,088,100)	<b>(1,112,500)</b>	(24,400)	2.2%
From Ontario Works	-	(119,000)	<b>(120,000)</b>	(1,000)	0.8%
Other revenues and recoveries	(195,600)	(186,700)	<b>(187,600)</b>	(900)	0.5%
<b>Total Expenditures Less Recoveries</b>	<b>20,685,200</b>	<b>20,379,000</b>	<b>20,665,600</b>	<b>286,600</b>	<b>1.4%</b>
<b>Revenues</b>					
RGI rent	(9,682,900)	(9,906,000)	<b>(9,988,200)</b>	(82,200)	0.8%
Market rent	(933,300)	(919,400)	<b>(960,400)</b>	(41,000)	4.5%
Commercial rent and other revenue	(165,700)	(165,700)	<b>(238,800)</b>	(73,100)	44.1%
Tenant recovery	-	(98,000)	<b>(98,000)</b>	-	0.0%
Revenue generating projects	(140,000)	(132,700)	<b>(117,700)</b>	15,000	-11.3%
<b>Total Revenues</b>	<b>(10,921,900)</b>	<b>(11,221,800)</b>	<b>(11,403,100)</b>	<b>(181,300)</b>	<b>1.6%</b>
<b>Financing</b>					
To Office Building Reserve Fund	17,400	21,000	<b>13,600</b>	(7,400)	-35.2%
To Direct-Owned Housing Portfolio Capital Replacement Reserve Fund	2,121,100	2,148,500	<b>2,206,000</b>	57,500	2.7%
From Capital Regeneration Reserve Fund	-	-	<b>(50,000)</b>	(50,000)	n/a
From Employment Compensation and Benefits Reserve Fund	-	(25,200)	-	25,200	-100.0%
From Levy Stabilization Reserve Fund	-	(65,000)	<b>(14,800)</b>	50,200	-77.2%
From Social Housing Reserve Fund	-	-	<b>(10,000)</b>	(10,000)	n/a
<b>Net Cost</b>	<b>11,901,800</b>	<b>11,236,500</b>	<b>11,407,300</b>	<b>170,800</b>	<b>1.5%</b>

## THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

## 2019 Operating and Capital Budget

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:

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Repairs and maintenance	1,519,700	1,718,200	<b>1,957,800</b>	239,600	13.9%
Operating services	1,490,000	1,683,200	<b>1,757,700</b>	74,500	4.4%
Insurance	486,200	486,200	<b>488,400</b>	2,200	0.5%
Gas	658,100	664,500	<b>683,100</b>	18,600	2.8%
Electricity	2,321,100	1,910,300	<b>1,679,400</b>	(230,900)	-12.1%
Water	1,389,300	1,385,700	<b>1,434,400</b>	48,700	3.5%
Municipal taxes	5,203,200	5,337,800	<b>5,265,500</b>	(72,300)	-1.4%
Other	425,400	296,500	<b>397,600</b>	101,100	34.1%
<b>Total Materials</b>	<b>13,493,000</b>	<b>13,482,400</b>	<b>13,663,900</b>	<b>181,500</b>	<b>1.3%</b>



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

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

DRAFT

2019 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 Reserve Fund. For 2019, the Direct-Owned Housing Portfolio’s planned Capital Projects include significant investments in building security systems to deter unwanted activities and enhance the safety of tenants. 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	2018 Budget	2019 Budget	Forecast			
			2020	2021	2022	2023
Roofing	55,000	122,000	394,200	415,200	315,000	-
Windows	-	65,000	488,000	160,000	90,000	235,000
Doors	104,000	76,000	428,000	672,000	505,000	250,000
Sitework	650,000	375,000	715,700	389,600	311,000	212,000
Elevator	70,000	-	155,000	135,000	370,000	150,000
Flooring	166,000	61,000	310,000	711,000	290,000	501,000
Electrical	661,000	314,000	821,000	1,035,200	300,000	144,000
Mechanical	479,200	206,000	380,000	686,000	352,000	160,000
Life Safety	-	342,500	48,000	128,000	265,000	150,000
Plumbing	220,000	170,000	764,500	260,500	808,500	192,500
Painting	163,000	43,000	377,250	199,000	370,000	375,000
Appliances	90,000	108,000	130,000	114,000	203,000	205,000
Building Interior Upgrades	822,500	714,500	1,144,000	1,548,500	1,333,500	988,000
Building Exterior Repairs	86,000	75,000	655,600	683,000	482,000	1,210,000
Security	-	915,000	-	10,000	-	-
<b>TOTAL</b>	<b>\$3,566,700</b>	<b>\$3,587,000</b>	<b>\$6,811,250</b>	<b>\$7,147,000</b>	<b>\$5,995,000</b>	<b>\$4,772,500</b>

Insurance	70,000	70,000	70,000	70,000	70,000	70,000
<b>Total</b>	<b>\$3,636,700</b>	<b>\$3,657,000</b>	<b>\$6,881,250</b>	<b>\$7,217,000</b>	<b>\$6,065,000</b>	<b>\$4,842,500</b>

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

2019 Operating and Capital Budget

Direct-Owned Capital Budget and Forecast	Forecast				
	2024	2025	2026	2027	2028
Roofing	230,000	462,000	8,000	361,400	415,115
Windows	445,000	247,000	340,000	735,000	177,000
Doors	234,000	177,000	90,000	54,000	5,000
Sitework	425,000	120,000	281,000	155,000	426,250
Elevator	40,000	-	50,000	-	177,500
Flooring	160,000	91,000	80,000	140,500	120,112
Electrical	622,000	45,000	140,000	250,000	31,000
Mechanical	74,000	410,000	115,000	28,000	493,000
Life Safety	341,000	5,000	30,000	72,000	425,800
Plumbing	163,000	160,000	24,000	210,000	585,150
Painting	470,000	175,000	90,000	52,000	1,768,201
Appliances	250,000	-	265,000	26,000	4,050
Building Interior Upgrades	702,000	270,000	102,000	846,000	91,300
Building Exterior Repairs	352,000	130,000	101,000	414,000	118,850
Security	-	-	-	-	-
<b>TOTAL</b>	<b>\$4,508,000</b>	<b>\$2,292,000</b>	<b>\$1,716,000</b>	<b>\$3,343,900</b>	<b>\$4,838,328</b>
Insurance	70,000	70,000	70,000	70,000	70,000
<b>Total</b>	<b>\$4,578,000</b>	<b>\$2,362,000</b>	<b>\$1,786,000</b>	<b>\$3,413,900</b>	<b>\$4,908,328</b>

**The District of Thunder Bay Social Services Administration Board**  
**Proposed 2019 Levy Calculation**  
*(Based on Preliminary 2019 Weighted Assessment)*

Municipality	Weighted Assessment		Proposed Annual Distribution (\$)
	(\$)	(%)	
Conmee	63,786,065	0.3356%	77,931
Dorion	45,895,796	0.2415%	56,079
Gillies	37,094,756	0.1952%	45,328
Greenstone	638,570,906	3.3595%	780,120
Manitouwadge	51,582,996	0.2714%	63,023
Marathon	149,126,822	0.7846%	182,194
Neebing	320,264,059	1.6849%	391,256
Nipigon	93,831,029	0.4936%	114,620
O'Connor	68,471,636	0.3602%	83,643
Oliver Paipooonge	780,023,069	4.1037%	952,932
Red Rock	42,172,731	0.2219%	51,528
Schreiber	42,935,180	0.2259%	52,457
Shuniah	745,633,810	3.9228%	910,925
Terrace Bay	116,379,309	0.6123%	142,184
Thunder Bay	13,645,177,258	71.7868%	16,669,829
Territory without municipal organization (1)	2,166,897,269	11.4001%	2,647,251
<b>Total</b>	<b>19,007,842,691</b>	<b>100.0000%</b>	<b>23,221,300</b>

<b>(1) TWOMO levy billed as follows:</b>	
Ministry of Community & Social Services	556,325
Ministry of Education	197,872
Ministry of Municipal Affairs & Housing	1,893,054
<b>Total TWOMO</b>	<b>2,647,251</b>

**The District of Thunder Bay Social Services Administration Board**  
**Comparison of Total Levy for Proposed 2019 Budget with 2018 Budget**  
 (Based on Preliminary 2019 Weighted Assessment)

Municipality	Weighted Assessment		Distribution of 2018 Budget Levy	Distribution of Proposed 2019 Budget Levy (\$)	Increase/ (Decrease) (\$)	Increase/ (Decrease) (%)
	(\$)	(%)	(\$)			(%)
Conmee	63,786,065	0.3356%	73,939	77,931	3,992	5.4%
Dorion	45,895,796	0.2415%	52,775	56,079	3,304	6.3%
Gillies	37,094,756	0.1952%	41,919	45,328	3,409	8.1%
Greenstone	638,570,906	3.3595%	752,165	780,120	27,955	3.7%
Manitouwadge	51,582,996	0.2714%	62,810	63,023	213	0.3%
Marathon	149,126,822	0.7846%	177,961	182,194	4,233	2.4%
Neebing	320,264,059	1.6849%	373,505	391,256	17,751	4.8%
Nipigon	93,831,029	0.4936%	111,365	114,620	3,255	2.9%
O'Connor	68,471,636	0.3602%	77,725	83,643	5,918	7.6%
Oliver Paipoonge	780,023,069	4.1037%	911,493	952,932	41,439	4.5%
Red Rock	42,172,731	0.2219%	50,950	51,528	578	1.1%
Schreiber	42,935,180	0.2259%	50,722	52,457	1,735	3.4%
Shuniah	745,633,810	3.9228%	867,042	910,925	43,883	5.1%
Terrace Bay	116,379,309	0.6123%	138,231	142,184	3,953	2.9%
Thunder Bay	13,645,177,258	71.7868%	16,534,721	16,669,829	135,108	0.8%
Territory without municipal organization	2,166,897,269	11.4001%	2,529,377	2,647,251	117,874	4.7%
<b>Total</b>	<b>19,007,842,691</b>	<b>100.0000%</b>	<b>22,806,700</b>	<b>23,221,300</b>	<b>414,600</b>	<b>1.8%</b>

**The District of Thunder Bay Social Services Administration Board**  
**Distribution by Program of Proposed 2019 Budget Levy**  
(Based on Preliminary 2019 Weighted Assessment)

Municipality	Weighted Assessment		Ontario Works (\$)	Child Care Programs (\$)	Housing Programs (\$)	CSRP (\$)	Interest Revenue (\$)	Total (\$)
	(\$)	(%)						
Conmee	63,786,065	0.3356%	14,555	5,851	55,974	1,887	(336)	77,931
Dorion	45,895,796	0.2415%	10,473	4,210	40,280	1,358	(242)	56,079
Gillies	37,094,756	0.1952%	8,465	3,403	32,557	1,098	(195)	45,328
Greenstone	638,570,906	3.3595%	145,695	58,567	560,328	18,890	(3,360)	780,120
Manitouwadge	51,582,996	0.2714%	11,770	4,731	45,267	1,526	(271)	63,023
Marathon	149,126,822	0.7846%	34,027	13,678	130,862	4,412	(785)	182,194
Neebing	320,264,059	1.6849%	73,071	29,373	281,023	9,474	(1,685)	391,256
Nipigon	93,831,029	0.4936%	21,406	8,605	82,327	2,776	(494)	114,620
O'Connor	68,471,636	0.3602%	15,621	6,279	60,077	2,025	(359)	83,643
Oliver Paipoonge	780,023,069	4.1037%	177,969	71,540	684,452	23,075	(4,104)	952,932
Red Rock	42,172,731	0.2219%	9,623	3,868	37,010	1,248	(221)	51,528
Schreiber	42,935,180	0.2259%	9,797	3,938	37,678	1,270	(226)	52,457
Shuniah	745,633,810	3.9228%	170,124	68,386	654,280	22,058	(3,923)	910,925
Terrace Bay	116,379,309	0.6123%	26,554	10,674	102,125	3,443	(612)	142,184
Thunder Bay	13,645,177,258	71.7868%	3,113,250	1,251,459	11,973,249	403,657	(71,786)	16,669,829
TWOMO	2,166,897,269	11.4001%	494,400	198,738	1,901,411	64,103	(11,401)	2,647,251
<b>Total</b>	<b>19,007,842,691</b>	<b>100.0000%</b>	<b>4,336,800</b>	<b>1,743,300</b>	<b>16,678,900</b>	<b>562,300</b>	<b>(100,000)</b>	<b>23,221,300</b>



**The District of Thunder Bay Social Services Administration Board  
2019 Proposed Staff Complement**

<b>Position name</b>	<b>2018 Budget</b>	<b>Base</b>	<b>Reductions</b>	<b>Expansions</b>	<b>2019 Proposed</b>
<b>Office of the Chief Administrative Officer</b>					
Division total - Full Time	12.00	12.00	-	-	12.00
- Part Time	-	-	-	-	-
- Temporary & Seasonal	-	-	-	-	-
- Total Full Time Equivalent	12.00	12.00	-	-	12.00
<b>Corporate Services Division</b>					
Division total - Full Time	27.00	27.00	-	-	27.00
- Part Time	-	-	-	-	-
- Temporary & Seasonal	0.66	0.66	-	-	0.66
- Total Full Time Equivalent	27.66	27.66	-	-	27.66
<b>Client Services Division</b>					
Division total - Full Time	82.00	82.00	-	-	82.00
- Part Time	0.60	0.60	-	-	0.60
- Temporary & Seasonal	3.66	3.66	-	-	3.66
- Total Full Time Equivalent	86.26	86.26	-	-	86.26
<b>Housing Services Division</b>					
Asset & Risk Officer	1.00	1.00		1.00	2.00
Division total - Full Time	54.00	54.00	-	1.00	55.00
- Part Time	1.50	1.50	-	-	1.50
- Temporary & Seasonal	2.50	2.50	-	-	2.50
- Total Full Time Equivalent	58.00	58.00	-	1.00	59.00
<b>Total TBDSSAB - Full Time</b>	<b>175.00</b>	<b>175.00</b>	<b>-</b>	<b>1.00</b>	<b>176.00</b>
<b>- Part Time</b>	<b>2.10</b>	<b>2.10</b>	<b>-</b>	<b>-</b>	<b>2.10</b>
<b>- Temporary &amp; Seasonal</b>	<b>6.82</b>	<b>6.82</b>	<b>-</b>	<b>-</b>	<b>6.82</b>
<b>- Total Full Time Equivalent</b>	<b>183.92</b>	<b>183.92</b>	<b>-</b>	<b>1.00</b>	<b>184.92</b>

## The District of Thunder Bay Social Services Administration Board

### Expansion / Reduction Request Form

<b>2019 Budget</b>
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**Division:** Housing Services  
**Department:** Facilities  
**Cost Centre:** 15040

Description / Justification	Staff			Financial Impact*	
	FT	Temp	PT	Gross	Net
<p><b>Expansion of Asset and Risk Officer</b></p> <p>This position will increase capacity to manage unit turnaround and perform more frequent inspections of the detached, semi-detached, and townhouses within the housing portfolio. The volume of tenant move-outs has increased steadily in recent years (32% increase from 2015 to 2018). The additional position would enhance contractor management, leading to quicker unit turnaround, less vacant days and more rent revenue (approximately \$50,000 annually). More frequent, comprehensive unit inspections may identify issues that can be addressed before they become major damages, leading to less repairs and maintenance expense in the future (approximately \$125,000 annually). Administration expects these cost savings and additional revenue to come to be realized starting in 2020 once the new processes are established. The annual cost of this expansion* is \$80,000; however in 2019, due to timing, only a half year is included in the budget.</p>	1.00	-	-	\$ 40,000	\$ 40,000
<b>TOTAL</b>	<b>1.00</b>	<b>-</b>	<b>-</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

\*Financial impact includes salaries and benefits and is calculated at the top of the pay scale for the 2019 year.

**The District of Thunder Bay Social Services  
Administration Board  
2019 Detailed Capital Project Listing**

Project Name	Description
Ruskin/Hall	Driveways
Ruskin/Hall	General Landscaping
Ruskin/Hall	Bathroom
Ruskin/Hall	Cabinetry
Isabella/Ridgeway/McGregor	General Landscaping/driveways
Isabella/Ridgeway/McGregor	Interior Upgrade
Isabella/Ridgeway/McGregor	Cabinetry
Isabella/Ridgeway/McGregor	Plumbing Fixtures - Bathrooms
Isabella/Ridgeway/McGregor	Exterior Upgrade (Stairs)
East Moodie/McGregor	General Landscaping
East Moodie/McGregor	Plumbing Fixtures - Bathrooms
East Moodie/McGregor	Interior Upgrade
East Moodie/McGregor	Exterior Upgrade
Rupert/Ray/Hill	General Landscaping
Rupert/Ray/Hill	Interior Upgrade
Rupert/Ray/Hill	Flooring
Rupert/Ray/Hill	Bathroom Upgrade
Matthews Court	Windows
Matthews Court	Doors
Matthews Court	General Landscaping
Matthews Court	Flooring Replacement
Matthews Court	Electrical Upgrades
Matthews Court	Fire Alarm - CO & Smoke Detectors
Matthews Court	Water Valve
Matthews Court	Appliances
Matthews Court	Ceiling Tiles
Matthews Court	Common Room (Blinds/Chairs)
Matthews Court	Bathroom Upgrade
Matthews Court	Security System
Matthews Court	Security Cameras
Manion Court	Fire Alarm - CO & Smoke Detectors
Manion Court	Generator Upgrade
Manion Court	Water Valve
Manion Court	Bathroom Upgrade
Manion Court	Security System
Manion Court	Security Cameras
North James	Fire Alarm - CO & Smoke Detectors
North James	Common Area Rug/Drywall
North James	Interior Upgrade
Academy/Trillium	Landscaping

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Project Name	Description
Academy/Trillium	Flooring
Academy/Trillium	Fire Alarm - CO & Smoke Detectors
Academy/Trillium	Painting - Common Area
Academy/Trillium	Interior Upgrade
Academy/Trillium	Attic Hatches
Academy/Trillium	Bathroom Upgrade
Academy/Trillium	Cabinets
Academy/Trillium	Security System
Academy/Trillium	Security Cameras
Wardrobe Court	Roofing
Wardrobe Court	Doors
Wardrobe Court	Exterior Lighting
Wardrobe Court	Fire Alarm - CO & Smoke Detectors
Wardrobe Court	Appliances - Fridges
Wardrobe Court	Ceiling Tile
Wardrobe Court	Balconies-Consulting
Wardrobe Court	Security System
Wardrobe Court	Security Cameras
Fisher Court	Air Make-up Systems
Fisher Court	Interior Painting
Elizabeth Court	Landscaping
Elizabeth Court	Exhaust Systems - Bathroom
Elizabeth Court	Fire Alarm - CO & Smoke Detectors
Elizabeth Court	Plumbing Fixtures - Units
Elizabeth Court	Water Valve
Elizabeth Court	Common Area Furniture
Elizabeth Court	Security System
McGill/Simon Fraser	Interior Upgrade
Nipigon Houses	Landscaping
Assef Court	Landscaping
Assef Court	Flooring - Units
Assef Court	Electrical System Upgrades
Assef Court	Panel System
Assef Court	Storage Tanks
Assef Court	Security System
Assef Court	Security Cameras
Mclvor Court	Electrical Systems - Heating
Mclvor Court	Fire Alarm - CO & Smoke Detectors
Mclvor Court	Plumbing Fixtures - Common

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<b>Project Name</b>	<b>Description</b>
Mclvor Court	Water Valve
Mclvor Court	Exterior Equipment
Mclvor Court	Interior Upgrade
Mclvor Court	Security System
Longlac	Interior Upgrade
John/Clarkson/Windsor	Roofing Systems
John/Clarkson/Windsor	General Landscaping
John/Clarkson/Windsor	Flooring Replacement
John/Clarkson/Windsor	Interior Upgrades
John/Clarkson/Windsor	Attic Hatches
Limbrick	Eaves Troughs and Downspouts
Limbrick	Windows
Limbrick	General Landscaping
Limbrick	Bathroom Upgrade (3 units)
Limbrick	Interior Upgrades
Limbrick	Attic Hatches
Limbrick	Kitchen Upgrades (3 Units)
Limbrick	Exterior Upgrade
Limbrick	Brickwork
Limbrick	Security System
John/Windsor	General Landscaping
John/Windsor	Bathroom Upgrades (4 Units)
John/Windsor	Attic Hatches
John/Windsor	Cabinets (3 Units)
John/Windsor	Weeping Tile
John/Windsor	Security Cameras
Legion Houses	Landscape
Legion Houses	Interior Upgrade
Legion Houses	Security Cameras
Bertrand Court 1	Air Make-up Systems
Bertrand Court 1	Fire Alarm - CO & Smoke Detectors
Bertrand Court 2	Fire Alarm - CO & Smoke Detectors
Bertrand Court 2	Appliances - Refrigerators
Badanai Manor	Landscaping
Badanai Manor	Security Cameras
Badanai Manor	Security System
Sjolander Court	Parking
Sjolander Court	Fire Alarm - CO & Smoke Detectors
Neill Court	Landscaping

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<b>Project Name</b>	<b>Description</b>
Neill Court	Air Make-up Systems
Spence Court	Deadbolts
Spence Court	Landscaping
Spence Court	Carpets
Spence Court	Fire Alarm - CO & Smoke Detectors
Spence Court	Fridges & Stoves
Spence Court	Interior Upgrade
Spence Court	Common Area Furniture
Spence Court	Security Cameras
Spence Court	Security System
Collingwood Court	Fire Alarm - CO & Smoke Detectors
Clark Tower	Exterior Doors
Clark Tower	Electrical System - Demtroys
Clark Tower	Fire Alarm - CO & Smoke Detectors
Clark Tower	Plumbing
Clark Tower	Security System
Seppala Court	Doors Exterior
Seppala Court	Fire Alarm - CO & Smoke Detectors
Seppala Court	Security System
Ross Court	Landscaping
Ross Court	Fire Alarm - CO & Smoke Detectors
Ross Court	Painting - Common Area
Ross Court	Cabinets
Ross Court	Security Cameras
Ross Court	Security System
Cumberland Court	Flooring - Common area
Cumberland Court	Security System
Habitat	Flooring - Common Area
Habitat	Interior Lighting
Habitat	Interior Upgrade
Habitat	Security System
Gore-Neebing	Interior Upgrade
Gore-Neebing	Landscaping
Gore-Neebing	Security System
Frederica	Landscaping
Frederica	Interior Upgrades
Frederica	Security System
Frederica	Security Cameras
Lendrum Court	Common Room Flooring - Tile

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<b>Project Name</b>	<b>Description</b>
Lendrum Court	Security System
Jasper Place	Water Valve
Jasper Place	Painting Common area
Jasper Place	Security System
Picton/Tamarack 1	Driveways
Picton/Tamarack 1	Hot Water Heating System
Picton/Tamarack 1	Interior Upgrade
Picton 2	Heating System - Units
Picton 2	Cabinets
Picton 2	Interior Upgrades
Picton 3	Landscaping
Picton 3	Interior Upgrades
Scattered Duplexes	Landscaping
Scattered Duplexes	Driveways
Scattered Duplexes	Furnace
Scattered Duplexes	Interior Upgrades
Diversified	Landscaping
Diversified	Bathroom Upgrade
Diversified	Interior Upgrades
Walkover	Windows
Walkover	Driveways
Walkover	Interior Upgrades
Wade Crescent	Driveways/Landscaping
Wadsworth Drive	Landscaping
Wadsworth Drive	Interior Paint (Units)
Wadsworth Drive	Interior Paint (Common Space)
McLaughlin Court	Roofing Systems
McLaughlin Court	Wiring and Switches
McLaughlin Court	Fire Alarm - CO & Smoke Detectors
Glenwood Court	General Landscaping
Glenwood Court	Interior Upgrade
Glenwood Court	Security System
Glenwood Court	Security Cameras
Paterson Court	Electrical System - Demtroys
Paterson Court	Water Valve
Paterson Court	Security System
Blucher Park	Landscaping
Blucher Park	Cabinetry
Blucher Park	Interior Upgrade

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<b>Project Name</b>	<b>Description</b>
Sequoia Park	General Landscaping
Sequoia Park	Interior Upgrade
Andras Court	General Landscaping
Andras Court	Interior Upgrade
Andras Court	Heat Treatment (Pest Control)
Andras Court	Security System
	Insurance Deductible