

The District of Thunder Bay Social Services Administration Board

2019 Operating and Capital Budget



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

TABLE OF CONTENTS	PAGE NO.
Organization Profile.....	2
Corporate Organizational Structure.....	3-4
Strategic Plan (2017 to 2020).....	5
Budget Introduction.....	6
2019 Operating Budget Overview.....	7-11
Board.....	13
Office of the Chief Administrative Officer.....	14-16
Corporate Services Division	17-19
Client Services Division	20-32
Housing Services Division.....	33-41
2019 Direct-Owned Housing Portfolio Capital Budget Overview	42-44

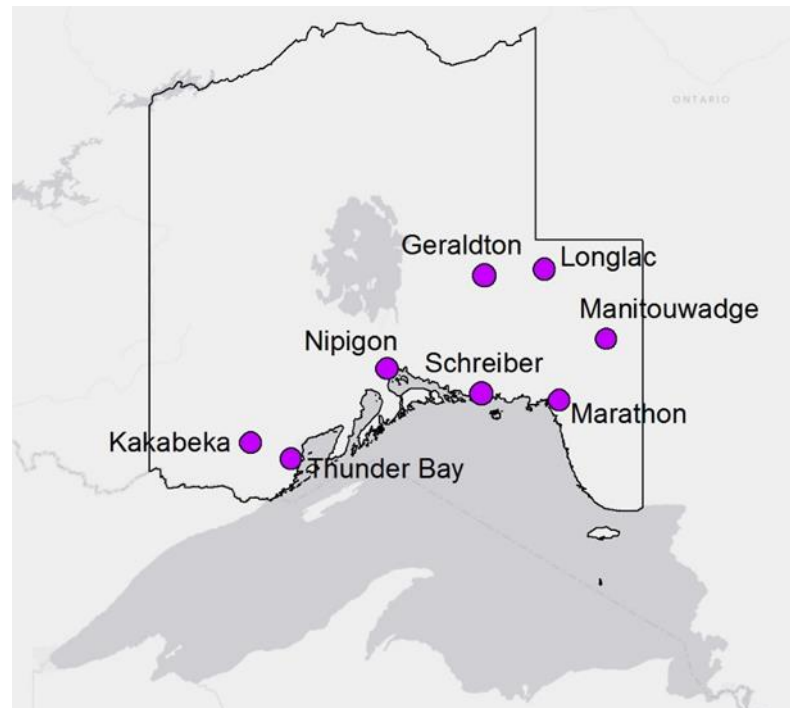
Organization Profile

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.

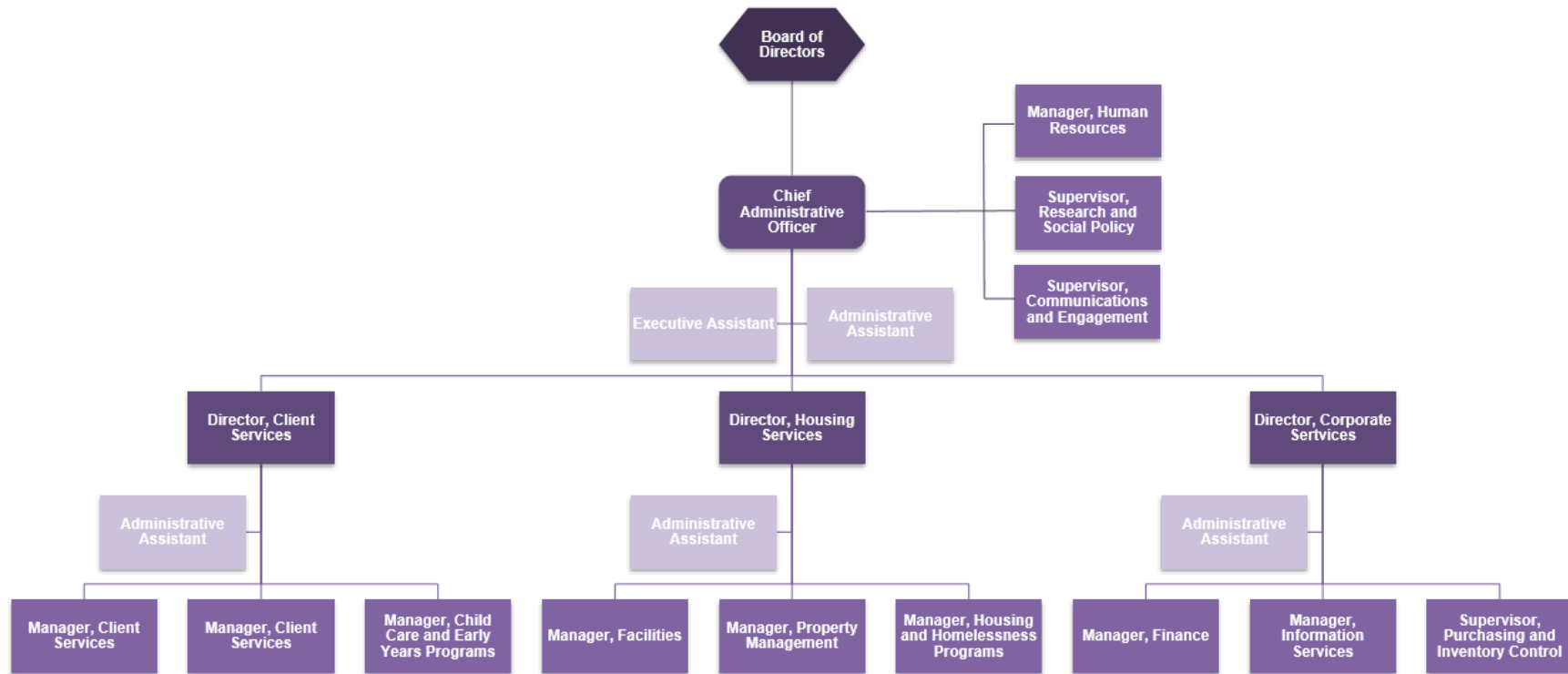
TBDSSAB administers and delivers services in the territorial District of Thunder Bay, which includes:

- 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



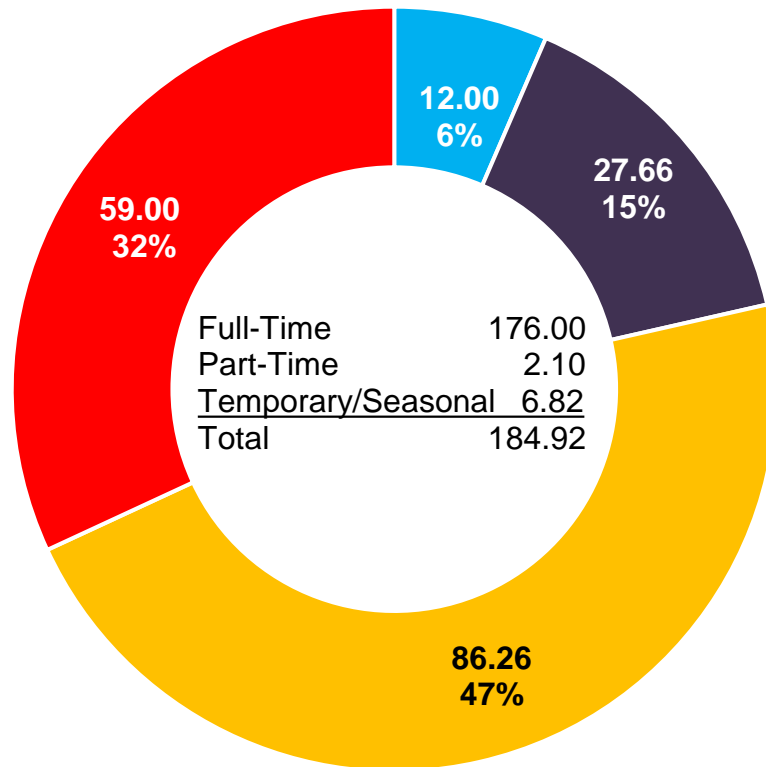
Corporate Organizational Structure



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 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.



Full-Time	176.00
Part-Time	2.10
Temporary/Seasonal	6.82
Total	184.92

**2019 expansion:
+1.0 FTE Asset and Risk Officer**

- Office of the CAO
- Corporate Services
- Client Services
- Housing Services

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 \$100,124,900.

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.

2019 Operating Budget Overview

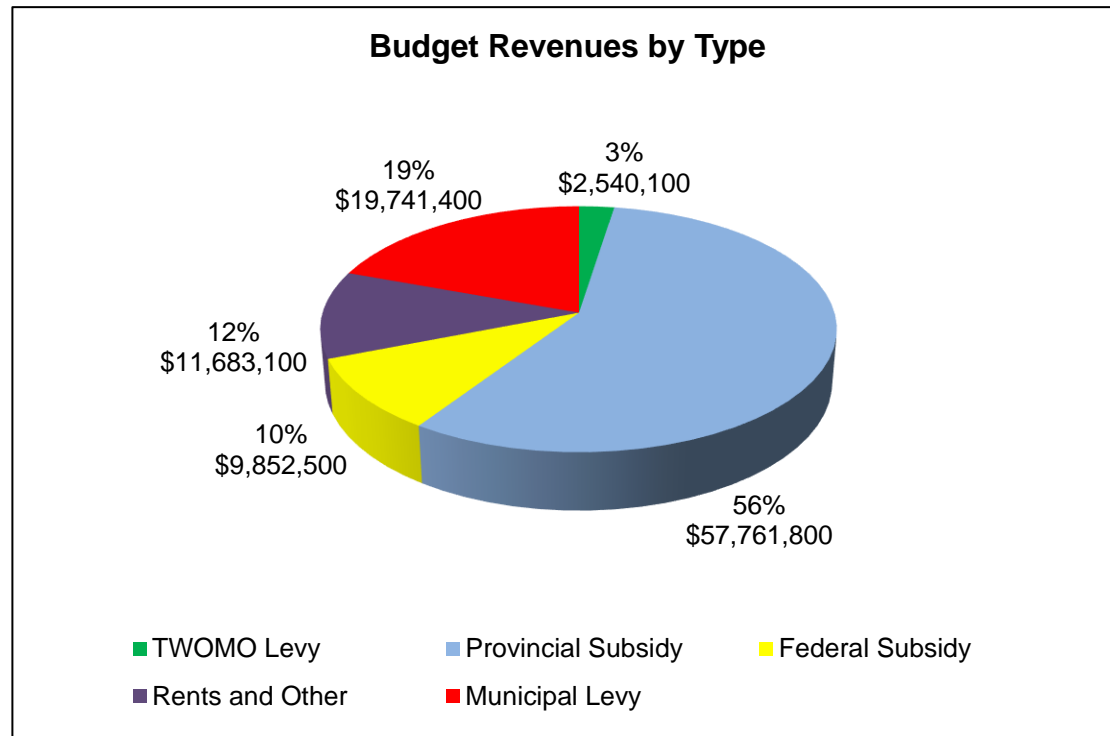
The total TBDSSAB Operating Budget of \$100.1 million represents a \$6.5 million decrease from the prior year’s Budget, of \$106.7 million. This decrease is due primarily to reductions in Child Care Expansion and Early Learning Child Care (ELCC) funding, and the end of the Social Housing Apartment Improvement Program (SHAIP) and Investment in Affordable Housing (IAH) program.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Grants					
Ontario Works	31,769,100	33,696,900	33,794,100	97,200	0.3%
Child care	13,101,600	20,756,600	16,377,500	(4,379,100)	-21.1%
Housing and homelessness	22,192,700	20,199,000	17,442,700	(2,756,300)	-13.6%
Total Grants	67,063,400	74,652,500	67,614,300	(7,038,200)	-9.4%
Income Earned					
Income earned on unrestricted funds	84,000	84,000	175,000	91,000	108.3%
Income earned on reserve funds	200,000	200,000	200,000	-	0.0%
Total Income Earned	284,000	284,000	375,000	91,000	32.0%
Rents and other revenues	10,921,900	11,221,800	11,508,100	286,300	2.6%
Levy to municipalities and TWOMO	23,510,000	22,806,700	22,281,500	(525,200)	-2.3%
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) Direct-Owned Housing Portfolio Capital Replacement Reserve Fund	(2,121,100)	(2,148,500)	(2,206,000)	(57,500)	-2.7%
From (to) Employment Compensation and Benefits Reserve Fund	35,000	65,000	-	(65,000)	-100.0%
From (to) Levy Stabilization Reserve Fund	-	65,000	763,600	698,600	1074.8%
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) reserve funds	(200,000)	(200,000)	(200,000)	-	0.0%
Total Financing	99,568,400	106,666,000	100,124,900	(6,541,100)	-6.1%
Expenditures					
Ontario Works	36,731,600	37,869,400	38,009,100	139,700	0.4%
Child care programs	15,021,600	22,495,200	18,116,500	(4,378,700)	-19.5%
Housing and homelessness programs	47,159,800	45,711,500	43,437,000	(2,274,500)	-5.0%
Other	655,400	589,900	562,300	(27,600)	-4.7%
Total Expenditures	99,568,400	106,666,000	100,124,900	(6,541,100)	-6.1%

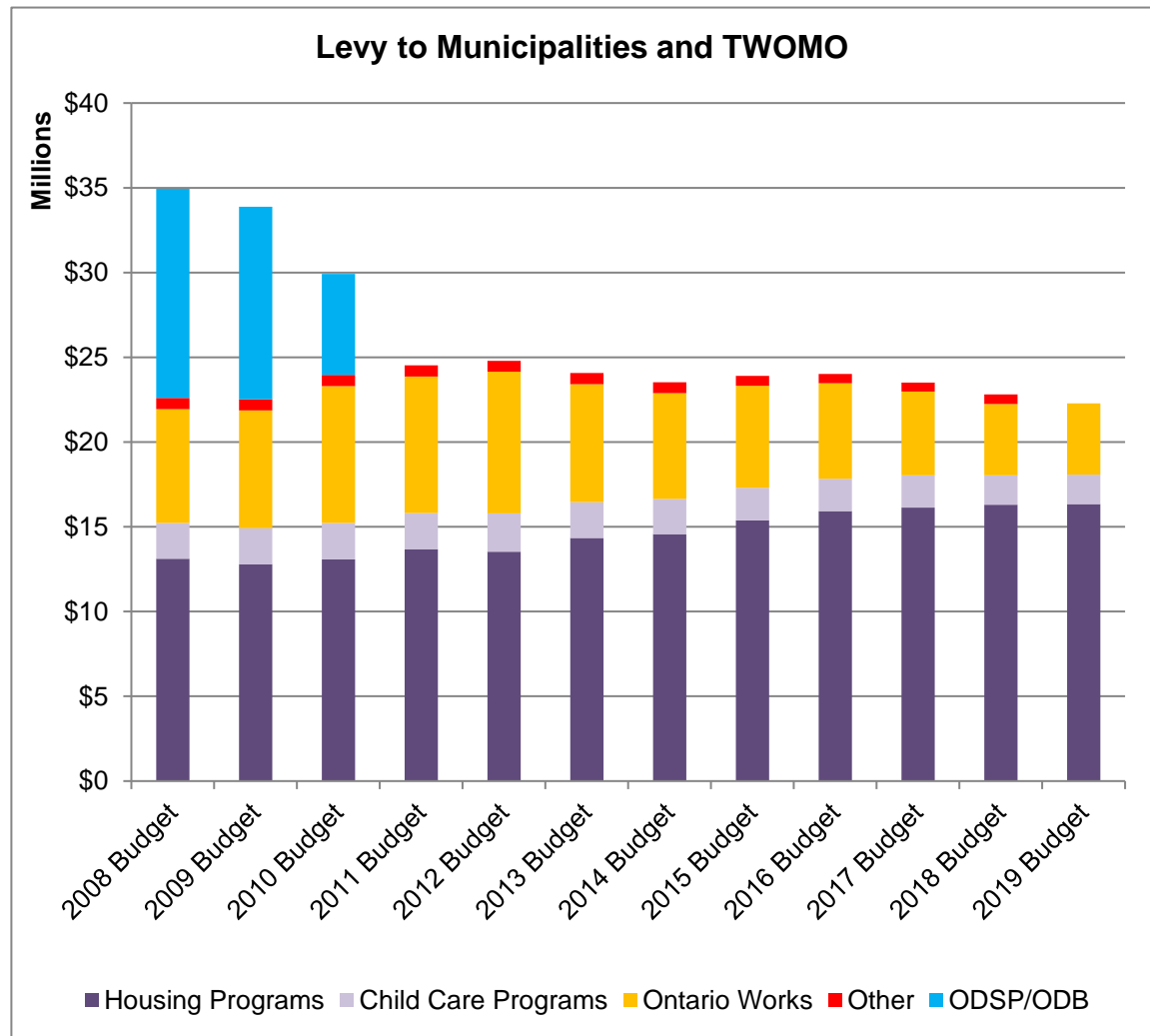
TBDSSAB is funded through the following revenue sources:

- Levy for TWOMO, which is billed to the Province, total 3% (\$2.5 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 and other revenue account for 12%, (\$11.7 million) in 2019.
- The levy to municipalities represent 19% (\$19.8 million) of the funding.

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



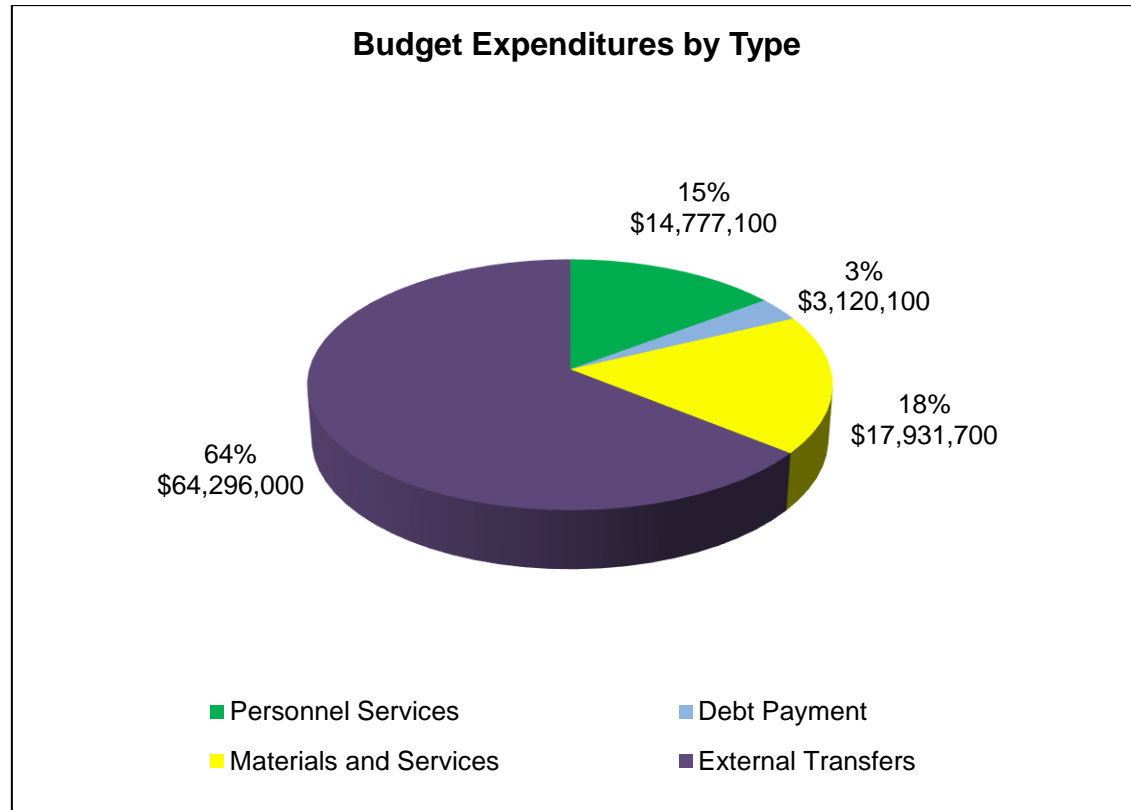
Effective January 1, 2018, the cost of OW Financial and Employment assistance 2018 was fully uploaded to the Province. The Levy to Municipalities and TWOMO chart provides a breakdown of the levy by program since 2008, when the uploading of the ODSP and ODB began.



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 \$82.2 million, of the total budget.

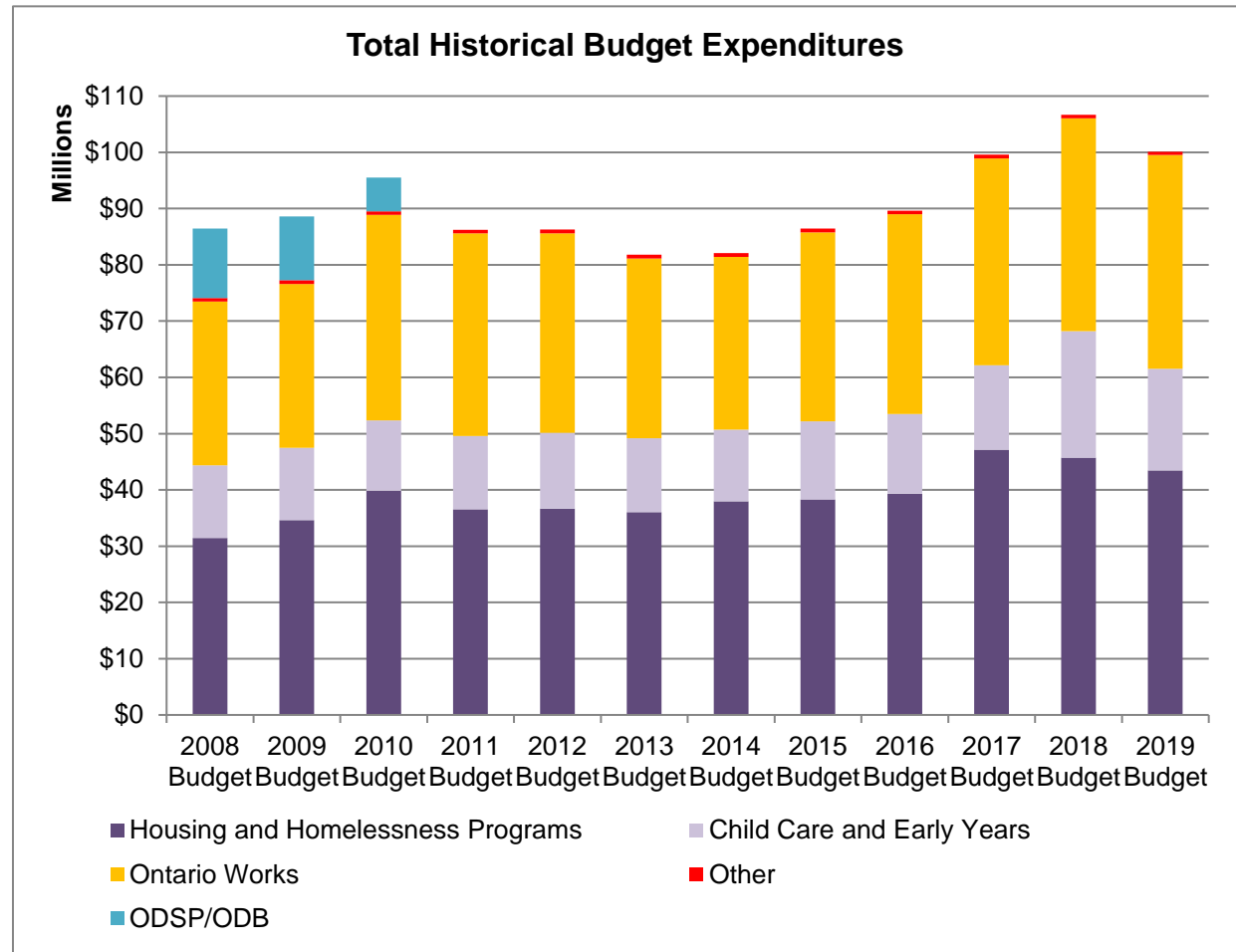
Personnel services accounts for 15%, or \$14.8 million, of the total budget.

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.



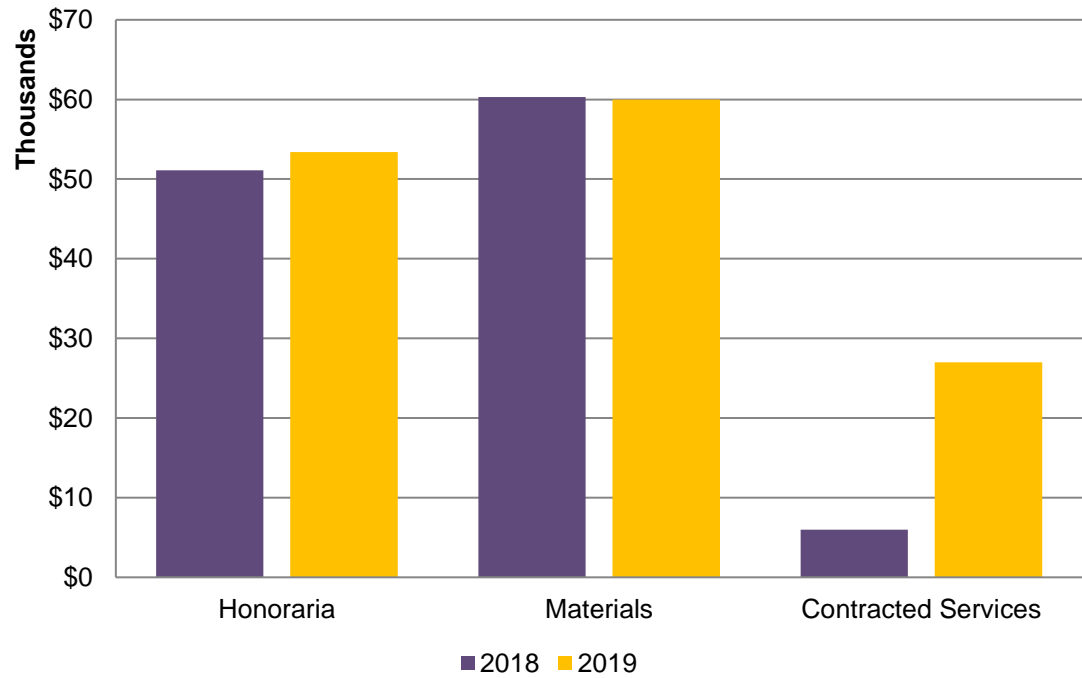


**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

Divisional Operating Budgets

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

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

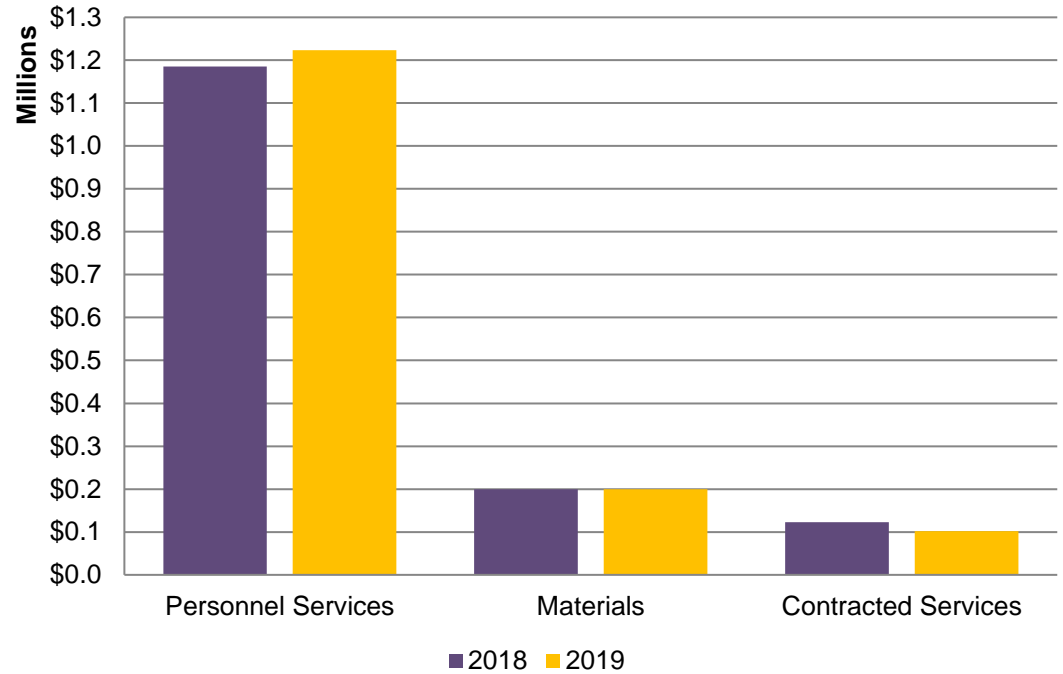
- Develop a Workplace Inclusion Policy to achieve cultural safety and service excellence.
- Further enhance the employee orientation program by developing a section on Indigenous Awareness and Workplace Inclusion.
- Deliver Indigenous Workplace Inclusion training to the leadership team to highlight the 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.

Office of the Chief Administrative Officer

Staff Complement	2018 Budget	2019 Budget
Full-Time	12.00	12.00
Part-Time	-	-
Temporary	-	-
Total	12.00	12.00



Description	2017 Budget (\$)	2018 Budget (\$)	2019				
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (%)
Expenditures							
Personnel services	1,000,500	1,185,200	1,223,700	-	-	1,223,700	3.2%
Materials	171,200	199,400	199,300	-	-	199,300	-0.1%
Contracted services	173,300	122,800	102,100	-	-	102,100	-16.9%
Total Expenditures	1,345,000	1,507,400	1,525,100	-	-	1,525,100	1.2%

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

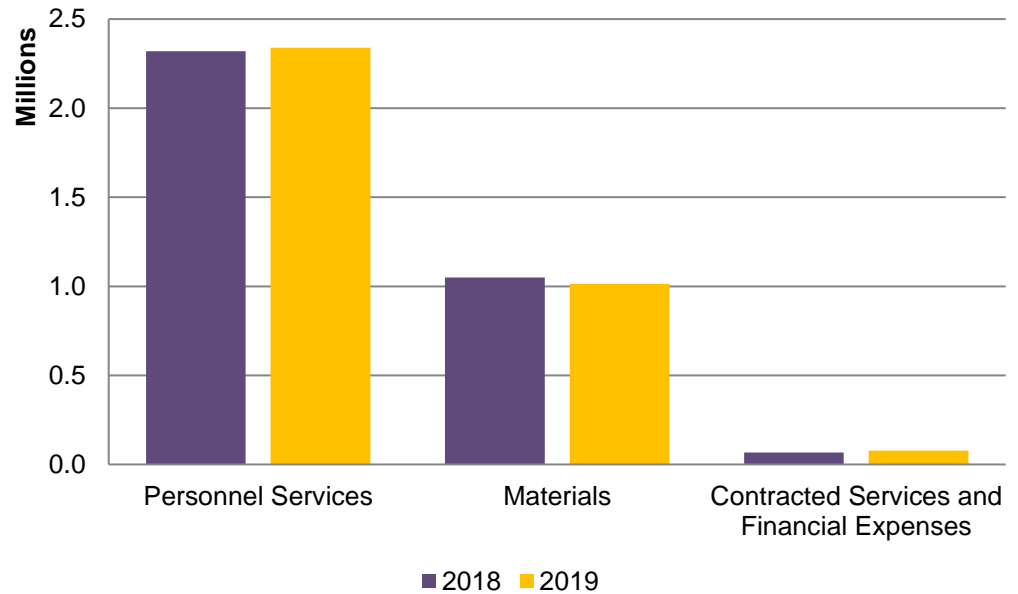
- Continuous improvement. Implement recommendations per the Internal Records Management Review.
- Communication. Upgrade email system and other software to stay current with supported platforms, and implement new communication system in satellite office.
- Scheduling system. Implement new scheduling 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.

Corporate Services Division

Staff Complement	2018 Budget	2019 Budget
Full-Time	27.00	27.00
Part-Time	-	-
Temporary	0.66	0.66
Total	27.66	27.66



Description	2017 Budget (\$)	2018 Budget (\$)	2019				Change (%)
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	
Expenditures							
Personnel services	2,271,100	2,318,900	2,339,100	-	-	2,339,100	0.9%
Materials	1,055,000	1,049,300	1,013,100	-	-	1,013,100	-3.4%
Contracted services	50,400	49,900	60,900	-	-	60,900	22.0%
Rents and financial expenses	14,900	17,500	16,700	-	-	16,700	-4.6%
Total Expenditures	3,391,400	3,435,600	3,429,800	-	-	3,429,800	-0.2%

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.

Client Services Division - Ontario Works

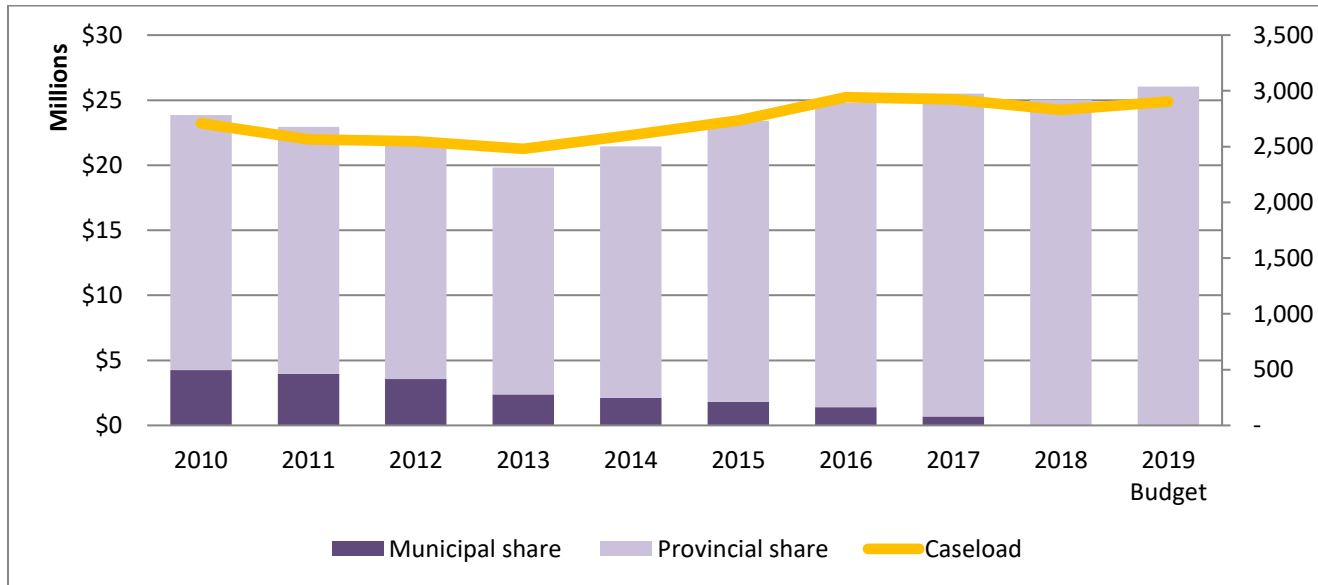
The largest component of the Client Services Division budget, representing 67% (\$38.0 million), relates to the provision of OW programs, whereby TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families. This assistance takes the form of financial and employment benefits to assist eligible recipients reach financial independence through employment.

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Expenditures					
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	11,263,700	76,600	0.7%
Addiction services initiative	708,900	710,300	710,500	200	0.0%
Total Expenditures	36,731,600	37,869,400	38,009,100	139,700	0.4%
Grants					
Provincial grants - OW	(31,769,100)	(33,696,900)	(33,794,100)	(97,200)	0.3%
Financing					
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%
Total Financing	(31,784,100)	(33,649,000)	(33,765,000)	(116,000)	0.3%
Cost to be Levied	4,947,500	4,220,400	4,244,100	23,700	0.6%

Ontario Works Financial Assistance

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

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 (%)
Expenditures					
Personnel services	4,508,200	4,627,700	4,733,400	105,700	2.3%
Materials and services	401,400	426,500	518,100	91,600	21.5%
Rents and financial expenses	85,600	88,200	89,400	1,200	1.4%
External transfers - persons	1,457,600	1,348,200	1,246,300	(101,900)	-7.6%
Internal administrative expense	3,977,000	4,156,200	4,126,100	(30,100)	-0.7%
Imputed rent recovery	949,000	963,400	964,500	1,100	0.1%
Total Expenditures	11,378,800	11,610,200	11,677,800	67,600	0.6%
Recoveries					
From CSRP	(65,500)	-	-	-	n/a
From homelessness programs	(189,100)	(303,200)	(288,700)	14,500	-4.8%
From child care programs	-	-	(13,300)	(13,300)	n/a
Other revenues and recoveries	(170,900)	(119,900)	(112,100)	7,800	-6.5%
Total Expenditures Less Recoveries	10,953,300	11,187,100	11,263,700	76,600	0.7%
Grants					
Provincial grants - OW	(6,680,200)	(7,011,300)	(7,045,600)	(34,300)	0.5%
Financing					
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	66,800	79,600	50,600	(29,000)	-36.4%
Cost to be Levied	4,304,900	4,220,400	4,244,100	23,700	0.6%

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 (%)
Expenditures					
Personnel services	220,100	240,300	226,000	(14,300)	-6.0%
Materials and services	244,800	263,300	252,800	(10,500)	-4.0%
External transfers - persons	171,700	132,800	157,300	24,500	18.4%
Internal administrative expense	51,500	50,800	50,700	(100)	-0.2%
Imputed rent recovery	25,500	26,400	26,800	400	1.5%
Total Expenditures	713,600	713,600	713,600	-	0.0%
Recoveries					
Other revenues and recoveries	(4,700)	(3,300)	(3,100)	200	-6.1%
Total Expenditures Less Recoveries	708,900	710,300	710,500	200	0.0%
Grants					
Provincial grants - OW	(700,200)	(713,600)	(713,600)	-	0.0%
Financing					
To Office Building Reserve Fund	1,800	3,300	3,100	(200)	-6.1%
Cost to be Levied	10,500	-	-	-	n/a

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 (%)
Expenditures					
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	1,143,400	(76,100)	-6.2%
Total Expenditures	15,021,600	22,495,200	18,116,500	(4,378,700)	-19.5%
Grants					
Provincial grants - child care	(11,728,000)	(11,912,800)	(12,284,900)	(372,100)	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%
Financing					
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%
Total Financing	(13,096,100)	(20,754,800)	(16,373,200)	4,381,600	-21.1%
Cost to be Levied	1,925,500	1,740,400	1,743,300	2,900	0.2%

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:

TBDSSAB Maximum Child Care Daily Rates			
	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.

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 (%)
Expenditures					
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%
Total Expenditures	1,146,400	3,723,500	3,613,200	(110,300)	-3.0%
Grants					
Provincial grants - child care (EarlyON)	(960,800)	(3,723,500)	(3,613,200)	110,300	-3.0%
Total Financing	(960,800)	(3,723,500)	(3,613,200)	110,300	-3.0%
Cost to be Levied	185,600	-	-	-	n/a

Child Care Administration

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

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Expenditures					
Personnel services	620,600	719,000	720,400	1,400	0.2%
Materials	75,700	76,800	49,900	(26,900)	-35.0%
Contracted services	3,000	3,000	1,000	(2,000)	-66.7%
Internal administrative expense	555,300	588,800	538,400	(50,400)	-8.6%
Imputed rent recovery	78,000	79,200	80,400	1,200	1.5%
Total Expenditures	1,332,600	1,466,800	1,390,100	(76,700)	-5.2%
Recoveries					
From EarlyON	(167,700)	(237,500)	(237,500)	-	0.0%
Other revenues and recoveries	(14,100)	(9,800)	(9,200)	600	-6.1%
Total Expenditures Less Recoveries	1,150,800	1,219,500	1,143,400	(76,100)	-6.2%
Grants					
Provincial grants - child care	(788,700)	(792,100)	(804,900)	(12,800)	1.6%
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)	-	-	(2,400)	(2,400)	n/a
Financing					
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%
Cost to be Levied	337,000	337,500	340,400	2,900	0.9%

Other - Community Social Reinvestment Program

Through the Community Social Reinvestment Program (CSRП), TBDSSAB provides community agencies with funds to support programs for children and families with a focus on nutrition, recreation, and reduction in child poverty, within the District of Thunder Bay. Agencies submit proposals through an application process and are evaluated according to eligibility criteria and funding priorities. In 2019 CSRП is funded 100% from the Levy Stabilization Reserve Fund.

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

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.

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 (%)
Expenditures					
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	5,621,800	17,600	0.3%
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	4,638,400	(133,900)	-2.8%
Direct-owned housing & administration	20,685,200	20,379,000	20,620,800	241,800	1.2%
Total Expenditures	47,159,800	45,711,500	43,437,000	(2,274,500)	-5.0%
Revenues					
Rents and other	(10,921,900)	(11,221,800)	(11,508,100)	(286,300)	2.6%
Grants					
Provincial grants - housing	(7,855,100)	(9,375,100)	(7,694,800)	1,680,300	-17.9%
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%
Financing					
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
Total Financing	(30,976,100)	(29,341,500)	(26,967,900)	2,373,600	-8.1%
Cost to be Levied	16,183,700	16,370,000	16,469,100	99,100	0.6%

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.

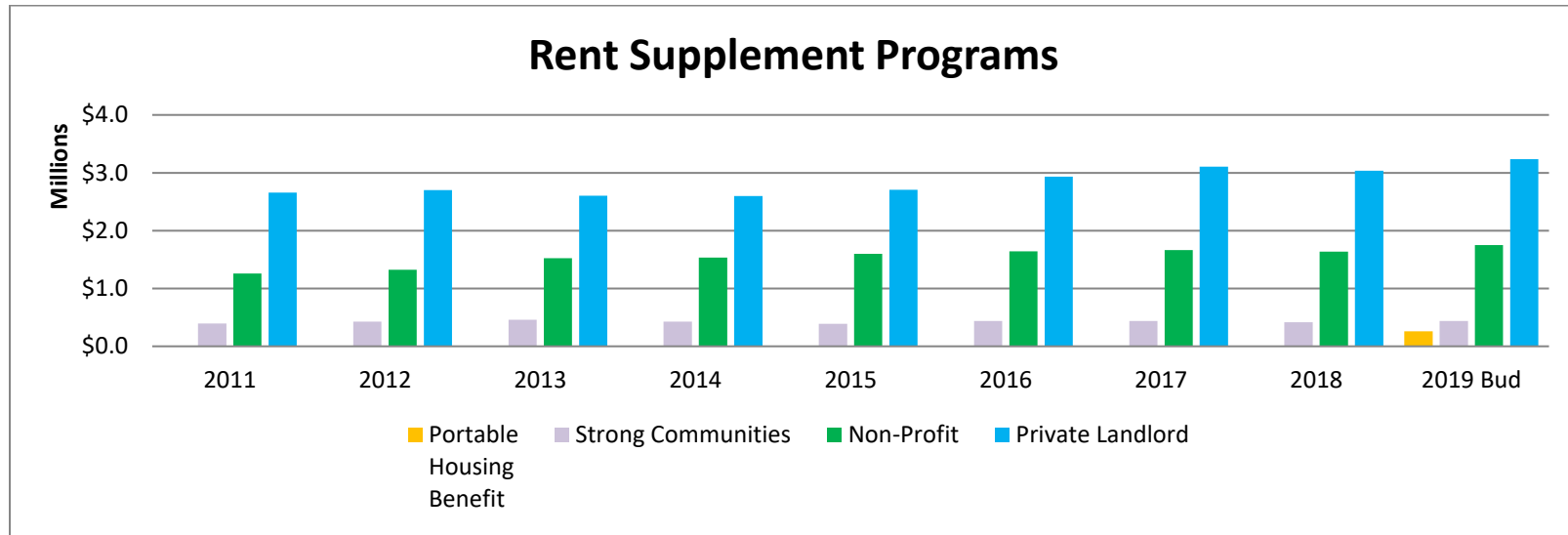
Urban Native Housing

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

Homelessness Prevention

Community Homelessness Prevention Initiative (CHPI) funding is used to support emergency shelters and other programs designed to address and prevent homelessness, and to assist in moving individuals along the housing continuum.

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 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Community Homelessness Prevention Initiative					
Housing with related supports	263,300	211,400	211,400	-	0.0%
Services and supports	580,800	628,800	667,200	38,400	6.1%
Homelessness prevention	635,300	1,080,000	796,600	(283,400)	-26.2%
Emergency shelters	1,181,800	1,181,800	1,181,800	-	0.0%
Homelessness enumeration	-	50,000	-	(50,000)	-100.0%
Internal administrative expense	295,700	350,200	406,300	56,100	16.0%
Home For Good					
Operating - funded agencies	-	651,000	651,000	-	0.0%
Rent supplement	-	412,800	400,600	(12,200)	-3.0%
Internal Allocation Rent Supplement	-	-	11,500	11,500	n/a
Tenant support	-	79,300	80,000	700	0.9%
Internal administrative expense	-	127,000	127,000	-	0.0%
Capital	-	-	100,000	100,000	n/a
Internal administrative expense	-	-	5,000	5,000	n/a
Total Expenditures	2,956,900	4,772,300	4,638,400	(133,900)	-2.8%
Grants					
Provincial grants - homelessness	(2,956,900)	(4,772,300)	(4,638,400)	133,900	-2.8%
Cost to be Levied	-	-	-	-	n/a

Direct-Owned Housing Operations and Housing Programs' Administration

Description	2017 Budget (\$)	2018 Budget (\$)	2019 Budget (\$)	2018 to 2019	
				Change (\$)	Change (%)
Expenditures					
Personnel services	4,061,500	4,418,600	4,469,000	50,400	1.1%
Interest on long-term debt	521,100	410,400	356,500	(53,900)	-13.1%
Materials	13,493,000	13,482,400	13,661,100	178,700	1.3%
Contracted services	30,000	55,000	90,000	35,000	63.6%
Rents and financial expenses	78,000	156,400	167,200	10,800	6.9%
External transfers - persons	-	-	45,000	45,000	n/a
Repayment of long-term debt	2,768,600	2,387,000	2,368,600	(18,400)	-0.8%
Internal administrative expense	1,450,300	1,443,900	1,374,200	(69,700)	-4.8%
Imputed rent recovery	247,000	250,800	268,000	17,200	6.9%
Total Expenditures	22,649,500	22,604,500	22,799,600	195,100	0.9%
Recoveries					
From housing and homelessness programs	(690,300)	(831,700)	(738,700)	93,000	-11.2%
From rent supplement program	(1,078,400)	(1,088,100)	(1,132,500)	(44,400)	4.1%
From Ontario Works	-	(119,000)	(120,000)	(1,000)	0.8%
Other revenues and recoveries	(195,600)	(186,700)	(187,600)	(900)	0.5%
Total Expenditures Less Recoveries	20,685,200	20,379,000	20,620,800	241,800	1.2%
Revenues					
RGI rent	(9,682,900)	(9,906,000)	(10,132,600)	(226,600)	2.3%
Market rent	(933,300)	(919,400)	(876,000)	43,400	-4.7%
Commercial rent and other revenue	(165,700)	(165,700)	(238,800)	(73,100)	44.1%
Tenant recovery	-	(98,000)	(98,000)	-	0.0%
Revenue generating projects	(140,000)	(132,700)	(117,700)	15,000	-11.3%
Other revenue (HPS)	-	-	(45,000)	(45,000)	n/a
Total Revenues	(10,921,900)	(11,221,800)	(11,508,100)	(286,300)	2.6%
Financing					
To Office Building Reserve Fund	17,400	21,000	13,600	(7,400)	-35.2%
To Direct-Owned Housing Portfolio Capital Replacement Reserve Fund	2,121,100	2,148,500	2,206,000	57,500	2.7%
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)	(14,800)	50,200	-77.2%
From Social Housing Reserve Fund	-	-	(10,000)	(10,000)	n/a
Net Cost	11,901,800	11,236,500	11,257,500	21,000	0.2%

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.

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	1,957,800	239,600	13.9%
Operating services	1,490,000	1,683,200	1,757,700	74,500	4.4%
Insurance	486,200	486,200	488,400	2,200	0.5%
Gas	658,100	664,500	683,100	18,600	2.8%
Electricity	2,321,100	1,910,300	1,679,400	(230,900)	-12.1%
Water	1,389,300	1,385,700	1,434,400	48,700	3.5%
Municipal taxes	5,203,200	5,337,800	5,265,500	(72,300)	-1.4%
Other	425,400	296,500	394,800	98,300	33.2%
Total Materials	13,493,000	13,482,400	13,661,100	178,700	1.3%



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

Direct-Owned Housing Portfolio Capital Budget Overview

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	-	-
TOTAL	\$3,566,700	\$3,587,000	\$6,811,250	\$7,147,000	\$5,995,000	\$4,772,500

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

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	-	-	-	-	-
TOTAL	\$4,508,000	\$2,292,000	\$1,716,000	\$3,343,900	\$4,838,328
Insurance	70,000	70,000	70,000	70,000	70,000
Total	\$4,578,000	\$2,362,000	\$1,786,000	\$3,413,900	\$4,908,328