

Toronto 2018 BUDGET



OPERATING PROGRAM SUMMARY



Affordable Housing Office

2018 OPERATING BUDGET OVERVIEW

The Affordable Housing Office (AHO) is responsible for the stewardship of federal, provincial and City investments and incentives that support the creation and maintenance of safe, affordable housing for lower-income residents. The Program also develops innovative housing solutions through policy and partnerships with private and community partners, as well as leads, assists and promotes the implementation of the City's *Housing Opportunities Toronto, An Affordable Housing Action Plan 2010- 2020*.

2018 Budget Summary

The total cost to deliver these services to Toronto residents is \$3.671 million gross and \$1.170 million net as shown below:

(in \$000's)	2017 Budget	2018 Budget	Change	
			\$	%
Gross Expenditures	3,495.7	3,670.5	174.9	5.0%
Revenues	2,325.5	2,500.4	174.9	7.5%
Net Expenditures	1,170.1	1,170.1	(0.0)	(0.0%)

Through revenue adjustments to match base budget increases, the AHO was able to achieve the 0.0% budget target while maintaining 2017 service levels for 2018.

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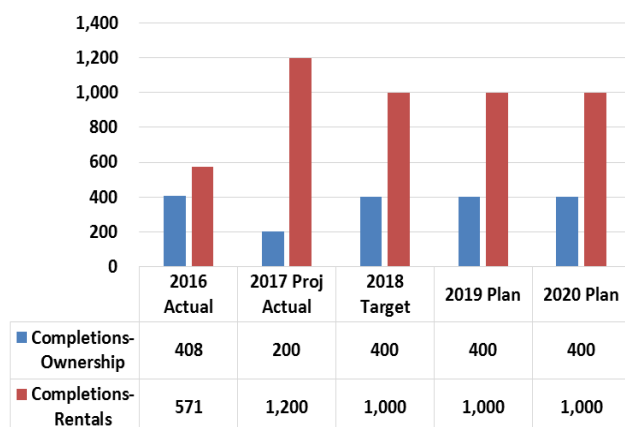
FAST FACTS

- In 2016 Council approved 571 new affordable rental homes and 408 new affordable ownership homes. City and Build Toronto Capital contributions and incentives for these development projects total \$48.569 million.
- The Affordable Housing Office will administer approximately \$330 million in federal, provincial and city funding and incentives to create 3,100 new affordable rental and ownership homes as well as repairs and modifications to assist 900 lower-income households in 2017.
- Investments from the City and other orders of governments will leverage approximately \$670 million in private and non-profit investments creating approximately 8,000 jobs.

TRENDS

- AHO has financial stewardship for affordable housing projects throughout the 3-5 year lifecycle of the development process. The chart below shows annual approvals in 2016 and projections for 2017 to 2020.
- The number of new affordable homes approved will exceed the HOT targets set by Council in 2017 as a result of City contributions and incentives through the new Open Door Affordable Housing Program in combination with new federal/provincial funding investments.

New Affordable Rental & Ownership Homes Approvals



KEY SERVICE DELIVERABLES FOR 2018

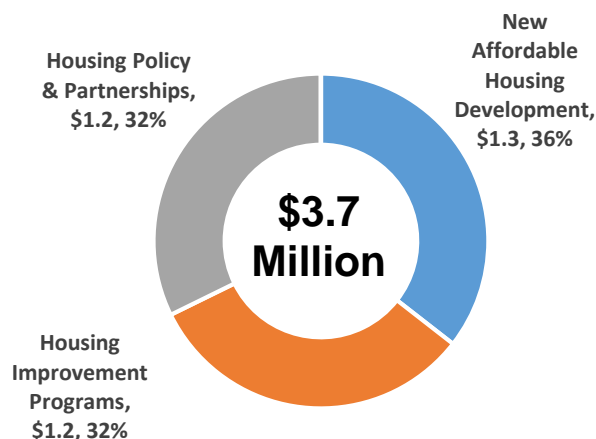
The AHO's 2018 service deliverables support the goals of *Housing Opportunities Toronto: An Affordable Housing Action Plan (HOT)* and *Toronto Prosperity*, the City's Poverty Reduction Strategy. They will enhance the health of Toronto's people, neighbourhoods, economy and environment by delivering government investments and developing innovative housing solutions.

The 2018 Operating Budget will enable the AHO to:

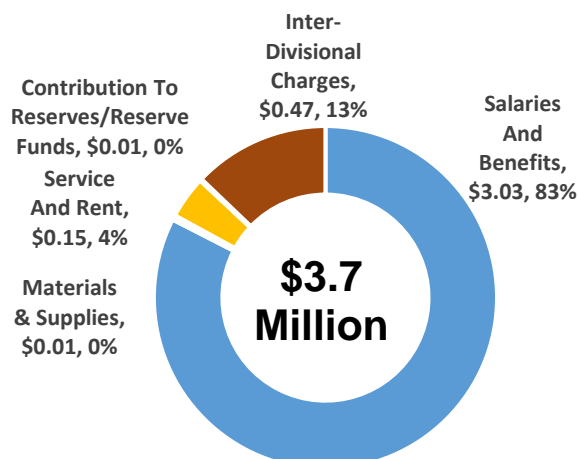
- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, focusing on the implementation of the *Open Door* program's streamlined access to financial incentives, City land and expedited planning approvals.
- Provide financial stewardship of an estimated \$295 million in federal, provincial and City investments which leverages approximately \$627 million in investments from private and non-profit sectors, to support 2,870 new affordable rental and ownership homes projected to be underway for 2018, creating some 7,158 jobs through the development lifecycle.
- Provide financial stewardship of an estimated \$6 million from the federal/provincial Investment in Affordable Housing (IAH) program, Social Infrastructure Fund (SIF) and Homelessness Partnering Strategy (HPS) for essential health, safety, accessibility and energy efficiency repairs and modifications underway in 2018.
 - ✓ This is projected to assist 550 lower-income homeowner and tenant households creating approximately 166 jobs during the development lifecycle.
- The Affordable Housing office is partnering with Shelter, Support and Housing Administration's (SSHA) Information Technology staff to transform and modernize two existing databases to align with more rigorous federal, provincial and City program monitoring and reporting requirements.

Where the money goes:

2018 Budget by Service

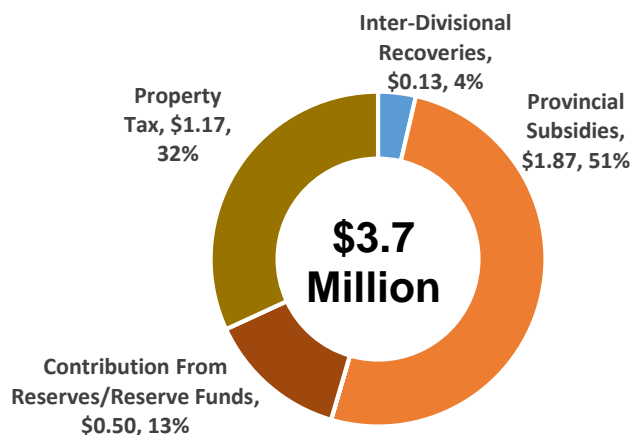


2018 Budget by Expenditure Category



Where the money comes from:

2018 Budget By Funding Source



OUR KEY ISSUES & PRIORITY ACTIONS

- **Meeting Housing Opportunities Toronto (HOT) ten-year targets of 10,000 affordable rental and 2,800 ownership homes by 2020.** The following opportunities and initiatives will allow the City to scale up its efforts to meet these targets over the remaining years of HOT:
 - ✓ Continued implementation of the City's Open Door Affordable Housing Program including the 2018 Call for Applications.
 - ✓ New opportunities with the federal and provincial governments following the 2017 announcement of Canada's first national Housing Strategy:
 - Details to be confirmed pending federal-provincial deliberations.
 - ✓ AHO's continued partnership with Build Toronto, Toronto Community Housing Corporation, Waterfront Toronto and others to deliver new affordable housing in mixed income communities.
 - ✓ AHOs 2018 Operating Budget funds the necessary resources required to support the goals of HOT and Toronto Prosperity.

2018 OPERATING BUDGET HIGHLIGHTS

- The 2018 Operating Budget for Affordable Housing Office is \$3.671 million gross and \$1.170 million net and is in line with the 2017 Approved Operating Budget. The Program met the budget target through the following measures:
 - ✓ Revenue changes (\$0.175 million).
- Staff complement of 25 will remain unchanged in 2018.
- The 2018 Operating Budget provides funding for:
 - ✓ New Affordable Rental and Ownership development in line with HOT targets through the *Open Door* program.
 - ✓ Housing Improvement programs that enable lower income residents, seniors, and persons with disabilities to remain safely in their homes and communities.
 - ✓ Housing Policy and Partnerships with private and community based entities to lead, develop and leverage affordable housing solutions.

Council Approved Budget

City Council approved the following recommendations:

1. City Council approved the 2018 Operating Budget for the Affordable Housing Office of \$3.671 million gross, \$1.170 million net for the following services:

<u>Service:</u>	<u>Gross (\$000s)</u>	<u>Net (\$000s)</u>
New Affordable Housing Development:	1,304.3	383.0
Housing Improvement Programs:	1,181.9	394.2
Housing Policy & Partnerships:	1,184.4	392.9
Total Program Budget	<u>3,670.5</u>	<u>1,170.1</u>

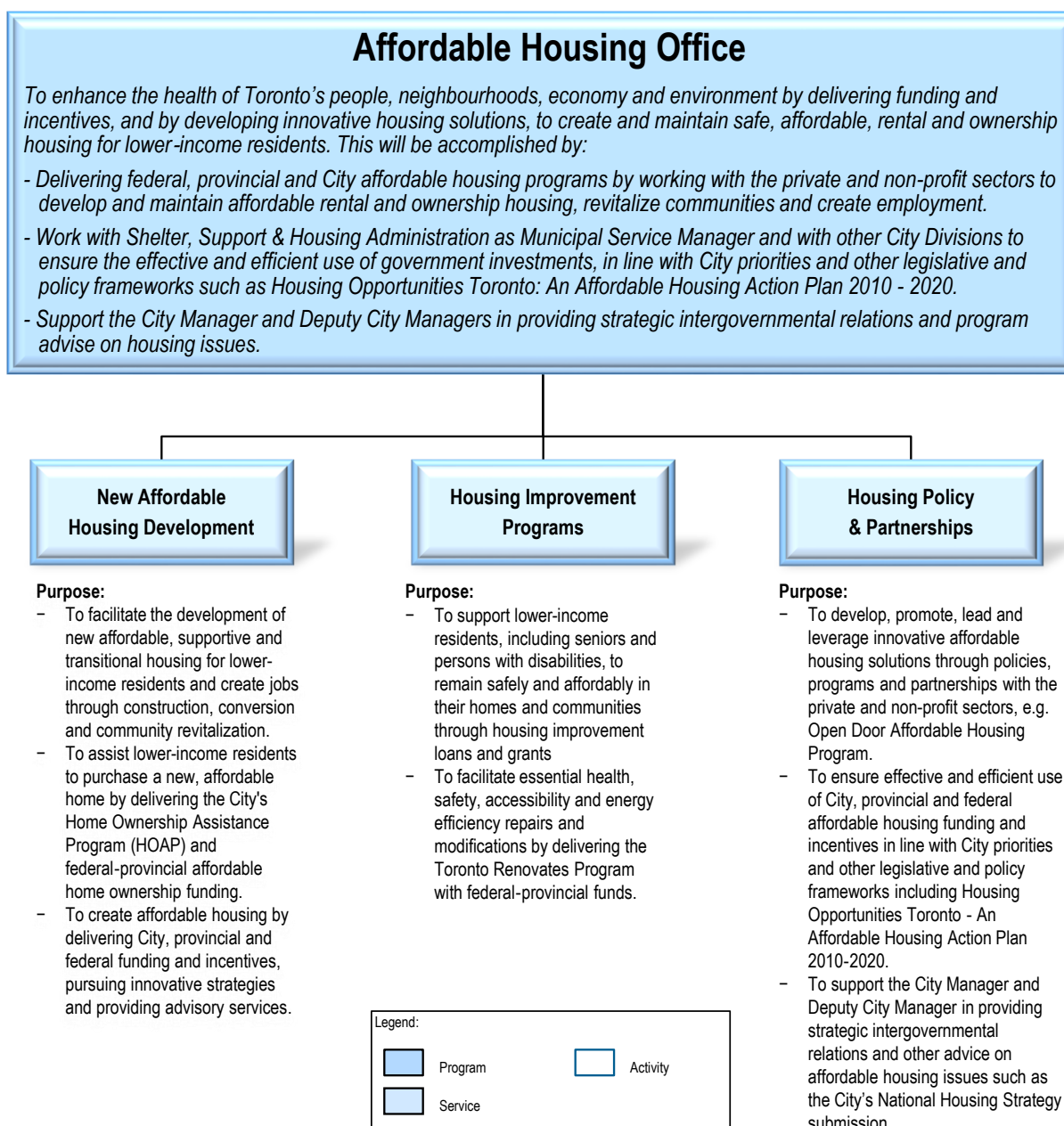
2. City Council approved the 2018 service levels for Affordable Housing Office as outlined on pages 12, 15, and 18 of this report, and associated staff complement of 25 positions, comprising entirely of 25 operating service delivery positions.



Part 1:

2018-2020 Service Overview and Plan

Program Map



Service Customer

New Affordable Housing Development

- Lower-income residents
- Private and non-profit housing developers
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and Provincial governments

Indirect (Beneficial)

- Residents

Housing Improvement Programs

- Lower-income homeowners and renters
- Seniors and persons with disabilities
- Private apartment & rooming house landlords
- City Agencies, Boards & Divisions
- Federal and Provincial governments

Indirect (Beneficial)

- Residents

Housing Policy & Partnerships

- Lower-income residents
- Private sector and non-profit organizations
- City Agencies, Boards & Divisions
- Federal and Provincial governments

Indirect (Beneficial)

- Residents

Table 1
2018 Operating Budget and Plan by Service

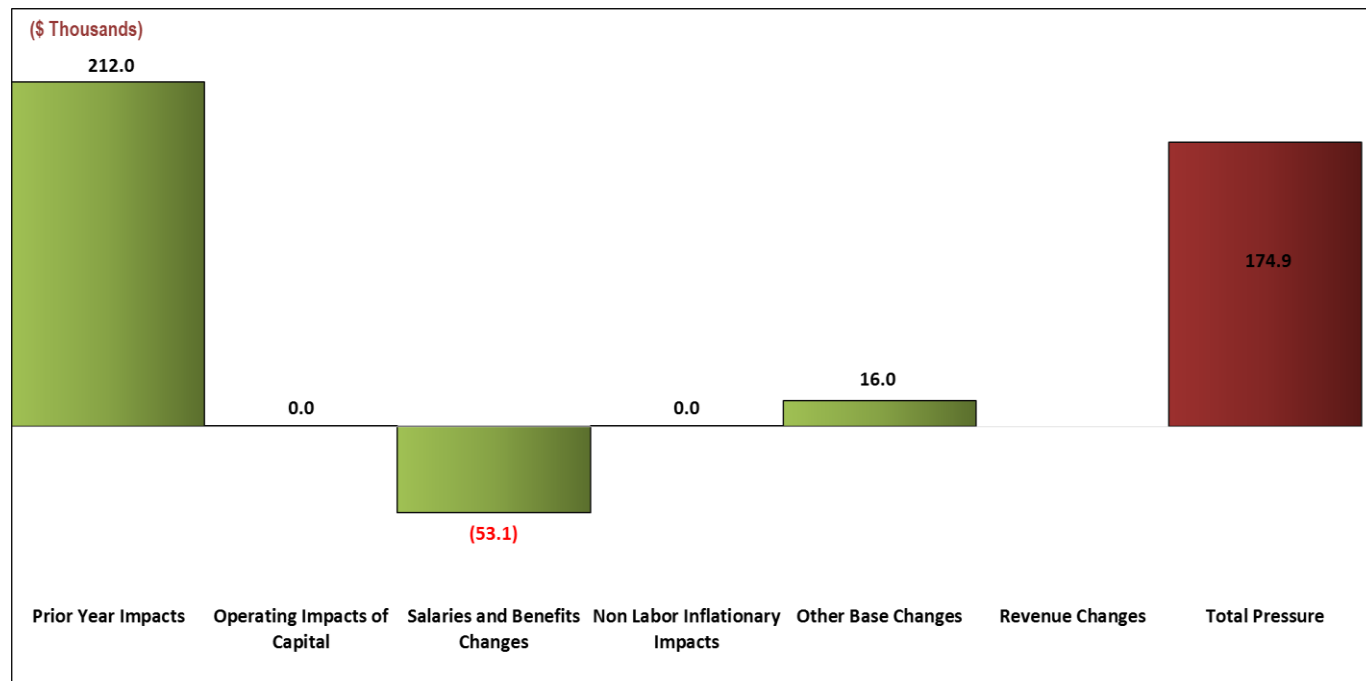
(In \$000s)	2017		2018 Operating Budget			2018 vs. 2017 Budget Change		Incremental Change			
	Budget	Projected Actual	Base	New/ Enhanced	Total Budget			2019 Plan		2020 Plan	
By Service	\$	\$	\$	\$	\$	\$	%	\$	%	\$	%
New Affordable Housing Development											
Gross Expenditures	1,252.0	1,066.9	1,304.3	0.0	1,304.3	52.4	4.2%	30.6	2.3%	23.5	1.8%
Revenue	862.6	676.9	921.3	0.0	921.3	58.7	6.8%	3.8	0.4%	1.7	0.2%
Net Expenditures	389.3	390.0	383.0	0.0	383.0	(6.3)	(1.6%)	26.8	7.0%	21.8	5.3%
Housing Improvement Programs											
Gross Expenditures	1,121.9	1,066.9	1,181.9	0.0	1,181.9	60.0	5.3%	24.9	2.1%	21.2	1.8%
Revenue	730.8	676.9	787.7	0.0	787.7	56.9	7.8%	1.8	0.2%	1.1	0.1%
Net Expenditures	391.0	390.0	394.2	0.0	394.2	3.1	0.8%	23.1	5.9%	20.1	4.8%
Housing Policy & Partnerships											
Gross Expenditures	1,121.9	1,066.9	1,184.4	0.0	1,184.4	62.5	5.6%	25.0	2.1%	21.2	1.8%
Revenue	732.1	676.9	791.5	0.0	791.5	59.4	8.1%	1.8	0.2%	1.1	0.1%
Net Expenditures	389.8	390.0	392.9	0.0	392.9	3.2	0.8%	23.1	5.9%	20.1	4.8%
Total											
Gross Expenditures	3,495.7	3,200.7	3,670.5	0.0	3,670.5	174.9	5.0%	80.5	2.2%	65.9	1.8%
Revenue	2,325.5	2,030.7	2,500.4	0.0	2,500.4	174.9	7.5%	7.4	0.3%	4.0	0.2%
Total Net Expenditures	1,170.1	1,170.0	1,170.1	0.0	1,170.1	(0.0)	(0.0%)	73.1	6.2%	61.9	5.0%
Approved Positions	25.0	23.0	25.0	0.0	25.0	(0.0)	(0.0%)	0.0		0.0	

The Affordable Housing Office's 2018 Operating Budget is \$3.671 million gross and \$1.170 million net and meets the reduction target of 0% as set out in the 2018 Operating Budget Directions approved by Council.

- Base pressures are mainly attributable to known Cost of Living adjustments and salary and negotiated progression pay increases. These have been offset by a realignment of salary and benefit projections to match actual experience as well as grant revenue recognition adjustments to match anticipated expenditures in 2018.
- Approval of the 2018 Operating Budget will result in the Affordable Housing Office maintaining its total staff complement of 25 positions.
- The 2019 and 2020 Plan increases are attributable to known inflationary salary and benefit increases as well as higher legal costs for processing legal agreements and real estate transactions.

The following graphs summarize the operating budget pressures for the Affordable Housing Office and the actions taken to offset/reduce these pressures to meet the budget reduction target.

Key Cost Drivers



Actions to Achieve Budget Reduction Target

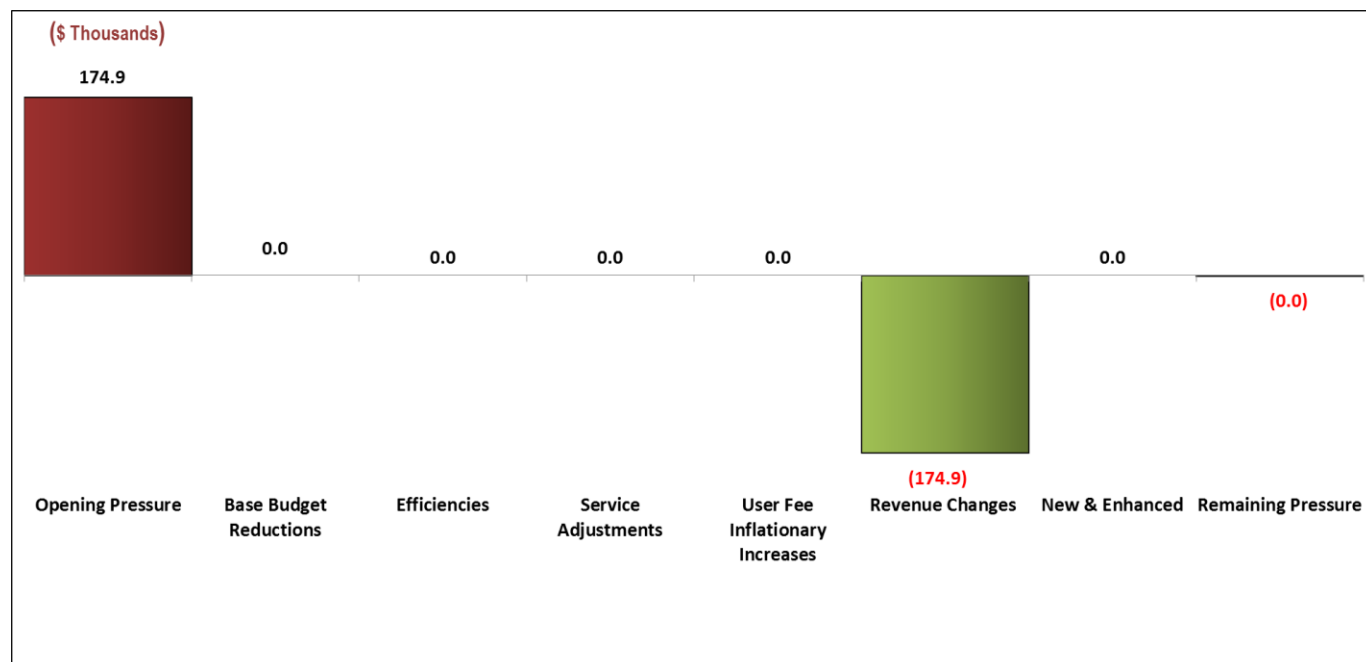


Table 2
Key Cost Drivers

(In \$000s)	2018 Base Operating Budget			Total	
	New Affordable Housing Development	Housing Improvement Programs	Housing Policy & Partnerships		
	\$	\$	\$	\$	Position
Gross Expenditure Changes					
Prior Year Impacts					
1 Reversal of One-Time Social Infrastructure Fund (SIF) Expenditures	(4.2)	(4.2)	(4.2)	(12.5)	
2 Conversion of 1 temporary Housing Development Officer position to a permanent Program Officer position.	(9.1)	(9.0)	(9.0)	(27.1)	
3 Addition of 2 temporary positions required for the implementation of the New Provincial Home for Good (HFG) Program	83.0	83.0	85.5	251.6	
Salary & Benefits	(22.8)	(15.1)	(15.1)	(53.1)	
Other Base Expenditures Changes					
Legal Services - Anniversary pay increases for solicitors.	5.3	5.3	5.3	16.0	
Total Gross Expenditure Changes	52.3	60.0	62.5	174.9	
Revenue Changes					
Prior Year Impacts					
1 Reversal of One-Time Social Infrastructure Fund (SIF) Revenue	(4.2)	(4.2)	(4.2)	(12.5)	
2 Conversion of 1 temporary Housing Development Officer position to a permanent Program Officer position.	(6.0)	(6.0)	(6.0)	(17.9)	
3 Addition of 2 temporary positions required for the implementation of the New Provincial Home for Good (HFG) Program	83.0	83.0	85.5	251.6	
Base Revenue Changes					
Changes in Federal Homelessness Partnering Strategy (HPS) grant revenue	1.8			1.8	
Adjustment to the Federal-Provincial Social Infrastructure Funding (SIF) grant revenue.	(16.0)	(16.0)	(16.0)	(48.1)	
Total Revenue Changes	58.6	56.9	59.4	174.9	
Net Expenditure Changes	(6.3)	3.1	3.2	(0.0)	

Key cost drivers for the Affordable Housing Office are discussed below:

Gross Expenditure Changes

- Prior Year impacts
 - Reversal of one-time Social Infrastructure Fund expenditures and the addition of 2 temporary positions to implement the provincially funded Home for Good Program (HFG) will create a pressure of \$0.239 million.
- Salaries and Benefits
 - Realignment of known Cost of Living Adjustments and salary and benefit projections with anticipated expense reductions of \$0.053 million for 2018.
- Other Base Expenditure Changes
 - Higher legal costs for processing legal agreements and real estate transactions result in a base expenditure pressure of \$0.016 million.

Revenue Changes

- Prior Year impacts
 - Reversal of one-time Social Infrastructure Fund revenue and provincial funding for the HFG program will provide a budget relief of \$0.239 million.
- Alignment of the timing of administration fees provided to the City under the provisions of the federal/provincial Social Infrastructure Fund (SIF) Investment in Affordable Housing (IAH) grant program will result in revenue adjustments of \$0.048 million.

Table 5
2019 and 2020 Plan by Program

Description (\$000s)	2019 - Incremental Increase					2020 - Incremental Increase				
	Gross	Revenue	Net	% Change	Position	Gross	Revenue	Net	% Change	Position
Known Impacts:										
Salaries and Benefits	70.4		70.4			55.6		55.6		
Other Base Changes										
Legal Services - Anniversary pay increases for solicitors	10.1		10.1			10.3		10.3		
Revenue (specify)										
Interdepartmental Revenue		2.0	-2.0				0.6	-0.6		
Homelessness Partnering Grant		5.4	-5.4				3.4	-3.4		
Sub-Total	80.5	7.4	73.1			65.9	4.0	61.9		
Total Incremental Impact	80.5	7.4	73.1		0.0	65.9	4.0	61.9		0.0

Future year incremental costs are primarily attributable to the following:

Known Impacts:

- Known inflationary increases to salaries and benefits and Cost of Living adjustments.
- Higher legal costs for processing legal agreements and real estate transactions resulting from negotiated anniversary pay increases for solicitors.



Part 2:

2018 Operating Budget by Service

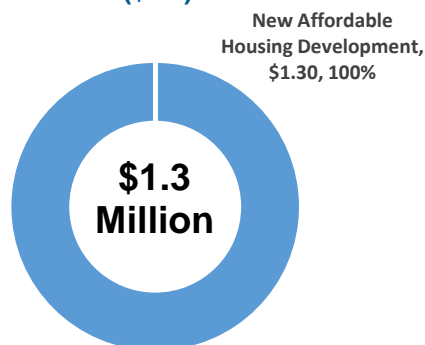
New Affordable Housing Development

What We Do

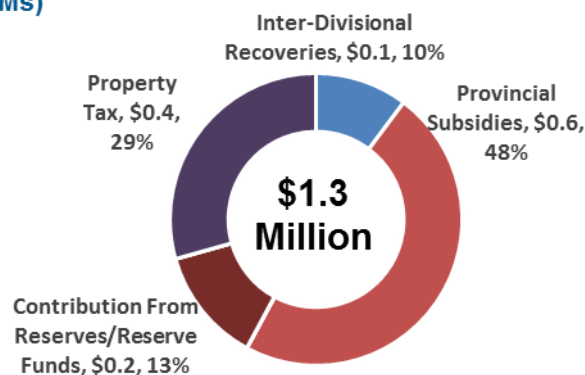
New Affordable Housing Development

- Facilitate the development of new affordable, supportive and transitional housing for lower income residents and create jobs through construction, conversion and community revitalization.
- Assist lower-income residents to purchase new affordable homes by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding.

2018 Service Budget by Activity
(\$Ms)



2018 Service by Funding Source
(\$Ms)



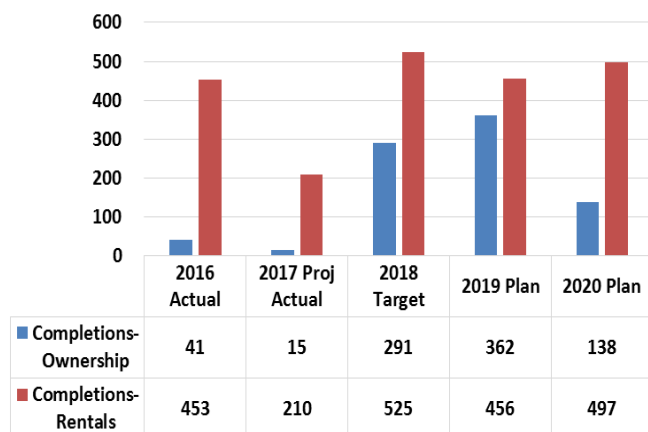
2018 Service Levels New Affordable Housing Development

Type	Service Level Description	Status	2015	2016	2017	2018
Development of new Affordable Housing through Construction, Conversion and Intensification.	Federal, Provincial and City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements Council approvals, sound financial stewardship and service excellence.	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Housing Advisory and Consultation Services, sometimes fee based to other orders of government and other partners.	Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Implementation of Special Council and Committee directives.	Additional federal/provincial funding is provided through the Social Infrastructure Fund/IAH 2016-2018.	Approved	n/a	n/a	100%	100%
		Actual	n/a	n/a	100%	
	<i>Delivery of government funding for development of new affordable homes provided for persons from the City's equity-seeking and other vulnerable</i>	<i>Proposed</i>	n/a	n/a	n/a	100%
		Actual	n/a	n/a	n/a	
	<i>Delivery of government funding for development of new affordable rental homes to be rented at or below Average Market Rent (AMR).</i>	<i>Proposed</i>	n/a	n/a	n/a	100%
		Actual	n/a	n/a	n/a	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for New Affordable Housing Development service. However, in addition to the existing service levels, 2 new service level metrics (bolded in the chart above) are included to provide a more fulsome view of the Program's service delivery to include an equity lens in the City.

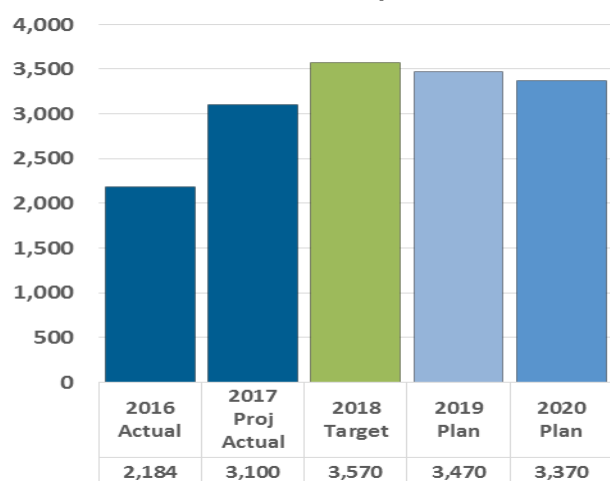
Service Performance Measures

New Affordable Rental & Ownership Homes Completed



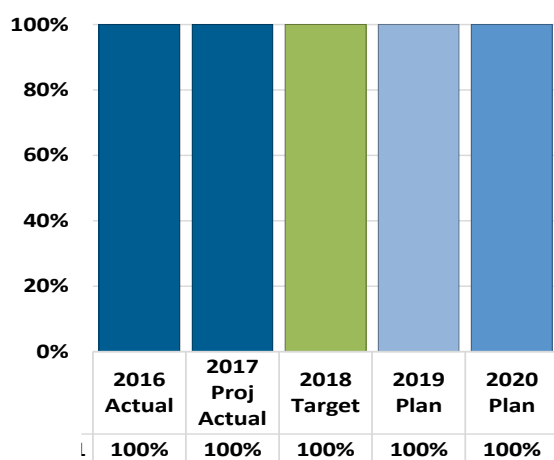
- The fluctuations in completions from year-to-year depends on a number of factors including project timelines, planning approvals and government funding cycles and levels of funding.
- With a typical 3-5 year development lifecycle, completions depend on approvals made in prior years. Future year volumes beginning in 2018 are anticipated to ramp up significantly due to strong interest in the Open Door Program as evidenced by the 2017 Call for Applications and additional revenue referred to in the 2017 National Housing Strategy

Number of New Affordable Rental & Ownership Homes under Development



- The AHO has financial stewardship for affordable housing projects during their 3-5 year development lifecycle. The numbers in the chart do not represent annual completions which are shown in the chart on above.
- Higher projections beginning in 2017 reflect increased funding levels and interest in the Open Door Program.

Percentage of Residents in Affordable Homes from Equity Seeking Groups



- 100% of the AHO's new affordable homes serve the City's equity-seeking and vulnerable groups including lower income residents, persons with mental health issues, seniors and persons with disabilities.
 - This is done to prescribed requirements under federal, provincial and City funding programs.
- This is expected to remain consistent in 2017 and future years.

Table 6
2018 Service Budget by Activity

	2017	2018 Operating Budget							Incremental Change					
	Approved Budget	Base Budget	Service Changes	2018 Budget	2018 vs. 2017 Budget	% Change	New/Enhanced	2018 Budget	2018 vs. 2017 Budget		2019 Plan		2020 Plan	
(\$000s)	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
New Affordable Housing Developm	1,252.0	1,304.3		1,304.3	52.4	4.2%		1,304.3	52.4	4.2%	30.6	2.3%	23.5	1.8%
Total Gross Exp.	1,252.0	1,304.3		1,304.3	52.4	4.2%		1,304.3	52.4	4.2%	30.6	2.3%	23.5	1.7%
REVENUE														
New Affordable Housing Developm	862.6	921.3		921.3	58.7	6.8%		921.3	58.7	6.8%	3.8	0.4%	1.7	0.2%
Total Revenues	862.6	921.3		921.3	58.7	6.8%		921.3	58.7	6.8%	3.8	0.4%	1.7	0.2%
NET EXP.														
New Affordable Housing Developm	389.3	383.0		383.0	(6.3)	(1.6%)		383.0	(6.3)	(1.6%)	26.8	7.0%	21.8	5.3%
Total Net Exp.	389.3	383.0		383.0	(6.3)	(1.6%)		383.0	(6.3)	(1.6%)	26.8	7.0%	21.8	5.1%
Approved Positions	9.0	9.0		9.0	(0.0)	(0.0%)		9.0	(0.0)	(0.0%)	(0.7)	-7.4%		

The **New Affordable Housing Development** service supports the development of new affordable, supportive and transitional rental housing. This service also delivers the division's home ownership financial assistance program. These activities result in job creation and community renewal through neighbourhood revitalization.

Specifically, this service:

- Delivers federal, provincial and City funding and incentives to create affordable rental housing as well as advisory services to the City and higher orders of government on behalf of the City Manager on matters within the division's mandate as well as to profit and non-profit entities engaged in the creation of affordable housing units in Toronto; and
- Delivers the City's Home Ownership Assistance Program (HOAP), the City's Open Door Affordable Housing Program and the home ownership component of the federal/provincial Investment in Affordable Housing (IAH) program.
- The New Affordable Housing Development's 2018 Operating Budget of \$1.304 million gross and \$0.383 million net is \$0.006 million or 1.6% under the 2017 Approved Net Budget.
- The base budget pressures arising from negotiated COLA, progression pay and benefit increases have been offset by adjusting the 2018 budget expenditures in various line items to actual experience and budgeting additional administrative fee revenue to match eligible expenditures due to the City following the provisions of the Social Infrastructure Fund-Investment in Affordable Housing (SIF-IAH) and the Home for Good Program (HFG) Program.

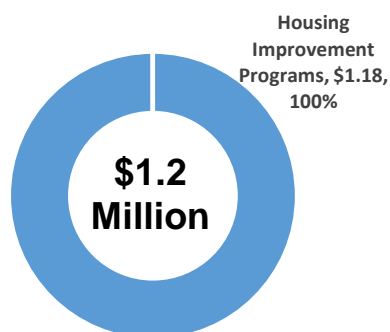
Housing Improvement Programs

What We Do

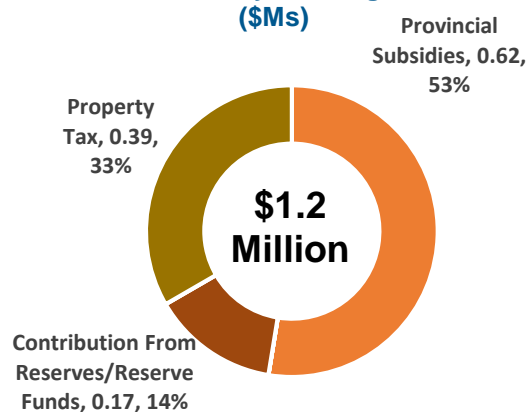
Housing Improvement Programs

- Assist lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants.
- Facilitate essential health, safety, accessibility and energy efficiency repairs and modifications by delivering the Toronto Renovates and Homelessness Partnering Strategy programs with federal and provincial funds.

2018 Service Budget by Activity (\$Ms)



2018 Service by Funding Source (\$Ms)



2018 Service Levels

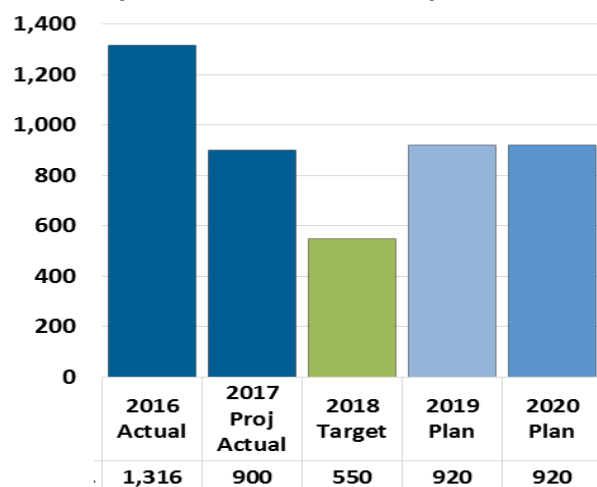
Housing Improvement Programs

Service	Type	Service Level Description	Status	2015	2016	2017	2018
Housing Improvement Programs	Loans and grants to private landlords and homeowners who are lower income seniors and persons with disabilities.	Federal, Provincial and City funding for housing improvement loans and grants to lower-income private homeowners and tenants, especially seniors and persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	Loans for private apartments and rooming houses rented at or below Average Market Rent.	Federal/provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
	Accessibility grants for low income seniors and persons with disabilities.	Additional federal/provincial funding is provided through the Social Infrastructure Fund/IAH 2016-2018.	Approved	100%	100%	100%	100%
			Actual	100%	100%	100%	
		<i>Delivery of government funding without formal complaints for Essential Health, Safety, Accessibility and Energy Efficiency Repairs and Modifications for lower-income Tenants and Homeowners.</i>	Proposed	n/a	n/a	n/a	100%
			Actual	n/a	n/a	n/a	
		<i>Delivery of government Funding for Essential Health, Safety, Accessibility and Energy Efficiency Repairs and Modifications To Apartment Buildings and Rooming Houses With Affordable Rents</i>	Proposed	n/a	n/a	n/a	100%
			Actual	n/a	n/a	n/a	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels. However, in addition to the existing service levels, 2 new service level metrics (bolded in the chart above) are included to provide a more fulsome view of the Program's service delivery to include an equity lens in the City.

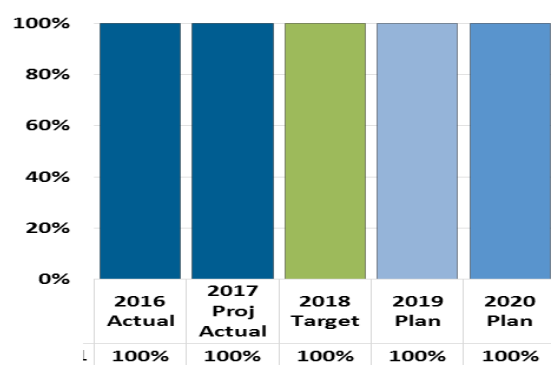
Service Performance Measures

Number of Lower Income Households Assisted Repairs/Modifications Completed



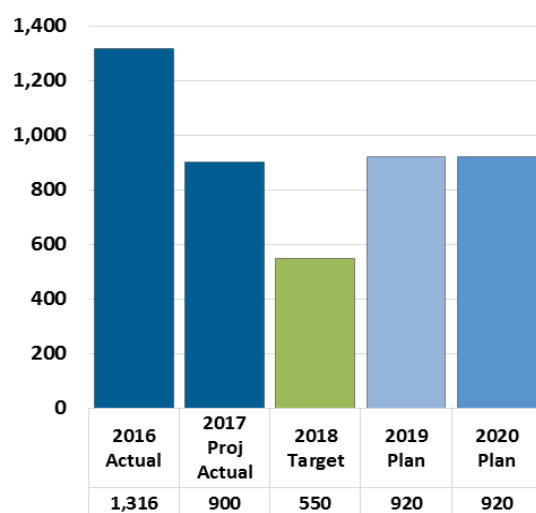
- The AHO provides administrative oversight for essential health, safety, accessibility and energy efficiency repairs and modifications for lower income households. Projects typically have a 1- 2 year life cycle.
- Higher volumes in 2016 and 2017 reflect a shift in City priorities and funding allocations to multi-unit rental buildings with more residents.
- Lower future year volumes reflect prior year completions over the project life cycle.

Percentage of Lower-Income Households Assisted Without Formal Complaint



- The AHO ensures that 100% of available, approved federal, provincial and City funding is delivered to prescribed requirements.
- The AHO provides financial stewardship for federal/provincial housing improvement funding during a 1-2 year lifecycle as well as 10-15 years for loans until loan maturity.
- Often working with vulnerable residents, seniors and persons with disabilities, the AHO has a strong track record of delivering this service without formal complaint.

Number of Lower Income Households Assisted Year-Over-Year with Repairs/Modifications



- The number of repairs/modifications included in this chart reflect year-over-year administration of this service and are not cumulative.
- Higher volumes in 2016 and 2017 reflect a shift in City priorities and funding allocations to multi-unit rental buildings with more residents.

Table 6
2018 Service Budget by Activity

(\$000s)	2017	2018 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2018 Budget	2018 vs. 2017 Budget	% Change	New/Enhanced	2018 Budget			2019 Plan		2020 Plan	
	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Housing Improvement Programs	1,121.9	1,181.9		1,181.9	60.0	5.3%		1,181.9	60.0	5.3%	24.9	2.1%	21.2	1.8%
Total Gross Exp.	1,121.9	1,181.9		1,181.9	60.0	5.3%		1,181.9	60.0	5.3%	24.9	2.1%	21.2	1.7%
REVENUE														
Housing Improvement Programs	730.8	787.7		787.7	56.9	7.8%		787.7	56.9	7.8%	1.8	0.2%	1.1	0.1%
Total Revenues	730.8	787.7		787.7	56.9	7.8%		787.7	56.9	7.8%	1.8	0.2%	1.1	0.1%
NET EXP.														
Housing Improvement Programs	391.0	394.2		394.2	3.1	0.8%		394.2	3.1	0.8%	23.1	5.9%	20.1	4.8%
Total Net Exp.	391.0	394.2		394.2	3.1	0.8%		394.2	3.1	0.8%	23.1	5.9%	20.1	4.6%
Approved Positions	8.0	8.0		8.0	(0.0)	(0.0%)		8.0	(0.0)	(0.0%)	(0.7)	-8.3%		

The **Housing Improvement Programs** service provides support to lower income residents including seniors, and persons with disabilities, enabling them to remain safely in their homes and communities through the provision of:

- Housing Improvement loans and grants; and facilitating the provision of essential health, safety, accessibility, energy efficiency repairs and modifications with funding provided by the Toronto Renovates program (federal-provincial) and the federal Homelessness Partnering Strategy program.
- The Housing Improvement Program's 2018 Operating Budget of \$1.182 million gross and \$0.394 million net is \$0.003 million or 0.8% over the 2017 Approved Net Budget.
- Base budget known salary and benefit increases were offset by realigning budgeted expenditures for several line items to actual experience and matching the timing of federal, provincial revenue to expenditures.

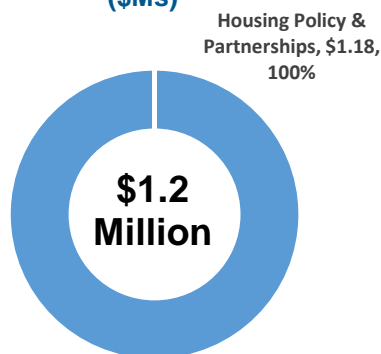
Housing Policy and Partnerships

What We Do

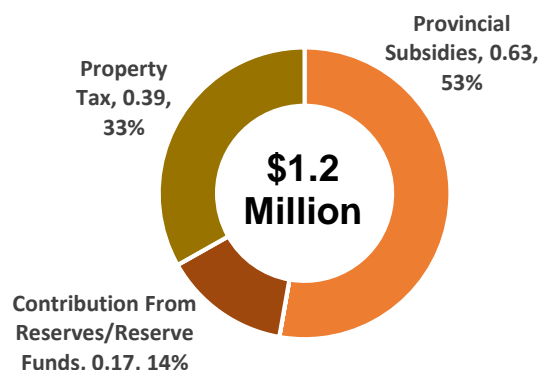
Housing Policy and Partnerships

- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, e.g., *Open Door* Program.
- Ensure effective and efficient use of City, provincial and federal affordable housing funding and incentives in line with City priorities and other legislative and policy frameworks including *Housing Opportunities Toronto – An Affordable Housing Action Plan 2010 – 2020*.

2018 Service Budget by Activity
(\$Ms)



2018 Service by Funding Source
(\$Ms)



2018 Service Levels

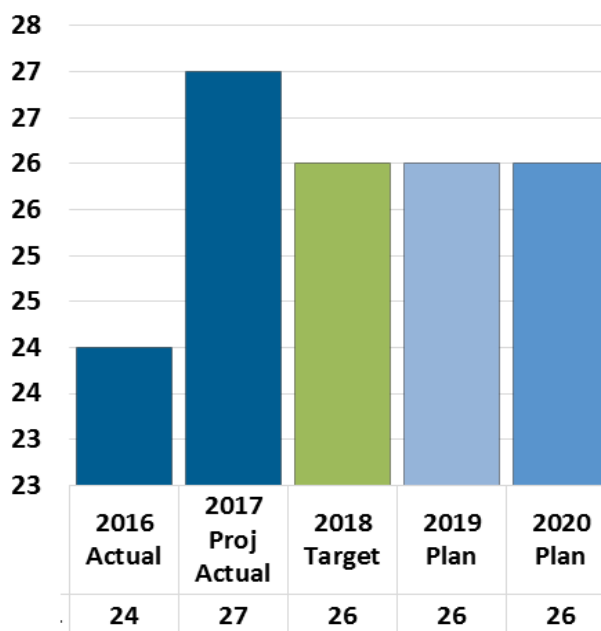
Housing Policy and Partnerships

Type	Service Level Description	Status	2015	2016	2017	2018
Policies, Plans, Programs Agreements, Partnerships Funding and Special Council and Committee Directives.	Financial Stewardship of federal, provincial and City funding for new affordable homes and repairs to assist lower income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence.	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Partnerships/Relationships Developed/Maintained.	Major Strategic Policy: Innovative affordable housing strategies and solutions developed and implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT).	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	
Financial Stewardship of Program Funding.	Federal/provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	

Overall, the 2018 Service Levels are consistent with the approved 2017 Service Levels for Housing Policy and Partnership.

Service Performance Measures

Number of Innovative Policy/Partnership Initiatives Being Implemented Year-Over-Year



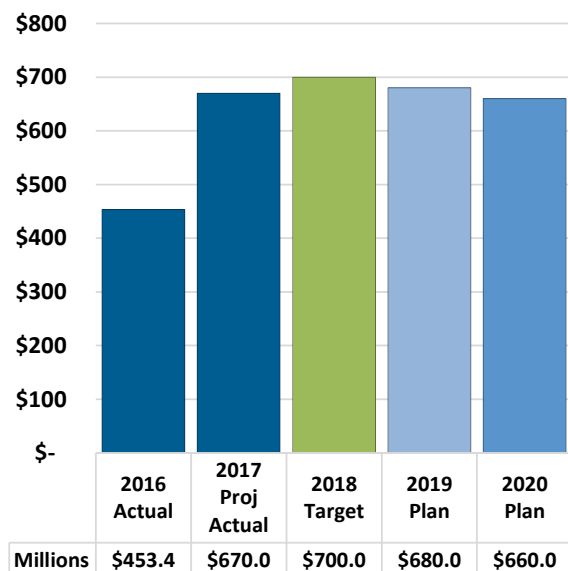
- The number of major policy and partnership initiatives developed and implemented since 2016 has remained steady at approximately 26.
- Initiatives include the Open Door program implementation including the Call for Applications, the development of guidelines and an annual report and preparation and submission to the federal government's National Housing Strategy in 2016 and partnership with the Province to develop affordable housing on provincial land in 2017.
- The above initiatives will continue in 2018, as well as the commencement of planning for the City's next affordable housing plan, 2020-2030.

Government Affordable Housing Investments Administered by AHO Year- Over-Year



- The AHO administers government investments for new affordable homes and repairs/modifications to existing homes underway year-over-year benefitting lower-income residents. This financial stewardship spans the project lifecycle, typically 3-5 years for the development of new affordable housing and 1-2 years for repairs/modifications.
- The financial stewardship figures fluctuate from year-to-year depending on a number of factors including project timelines, planning approvals and government funding cycles and levels of funding.
- The volume and complexity of administration of government investments has increased over time.

Non-Profit/Private Investment Levered by Programs Admin by AHO



- Government affordable housing investments administered by the AHO year-over-year leverage investments from non-profit and private sector partners.
- This may be in the form of capital equity, mortgage financing and operating resources such as staffing and support services.
- The estimated investments levered by government contributions fluctuate from year-to-year in direct correlation to the amount of government investments delivered by the AHO.

Table 6
2018 Service Budget by Activity

	2017	2018 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2018 Budget	2018 vs. 2017 Budget	% Change	New/Enhanced	2018 Budget			2019 Plan		2020 Plan	
	(\$000s)	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.														
Housing Policy & Partnerships	1,121.9	1,184.4		1,184.4	62.5	5.6%		1,184.4	62.5	5.6%	25.0	2.1%	21.2	1.8%
Total Gross Exp.	1,121.9	1,184.4		1,184.4	62.5	5.6%		1,184.4	62.5	5.6%	25.0	2.1%	21.2	1.7%
REVENUE														
Housing Policy & Partnerships	732.1	791.5		791.5	59.4	8.1%		791.5	59.4	8.1%	1.8	0.2%	1.1	0.1%
Total Revenues	732.1	791.5		791.5	59.4	8.1%		791.5	59.4	8.1%	1.8	0.2%	1.1	0.1%
NET EXP.														
Housing Policy & Partnerships	389.8	392.9		392.9	3.2	0.8%		392.9	3.2	0.8%	23.1	5.9%	20.1	4.8%
Total Net Exp.	389.8	392.9		392.9	3.2	0.8%		392.9	3.2	0.8%	23.1	5.9%	20.1	4.6%
Approved Positions	8.0	8.0		8.0	(0.0)	(0.0%)		8.0	(0.0)	(0.0%)	(0.7)	-8.3%		

The **Housing Policy and Partnerships** service collaborates with private and community based entities to lead, develop and leverage affordable housing solutions through programs and policies.

- This service also helps to ensure efficient and effective use of federal, provincial and City funding contributions and incentive programs.
- The service also supports the City Manager with intergovernmental relations and provides policy advice on housing and homelessness issues.
- The Housing Policy and Partnership's 2018 Operating Budget of \$1.184 million gross and \$0.392 million net is \$0.003 million or 0.8% over the 2017 Approved Net Budget.
- Base budget known salary and benefit increases were offset by realigning budgeted expenditures for several line items to actual experience and matching the timing of federal, provincial revenue to expenditures.



Part 3:

Issues for Discussion

Issues Impacting the 2018 Budget

Housing Opportunities Toronto (HOT) targets and the Open Door Program

- Established in 2010, the City's *Housing Opportunities Toronto (HOT) – An Affordable Housing Action Plan 2010 – 2020* targets the creation of 1,000 new affordable rental homes and 400 new affordable ownership homes annually.
- Between 2010 and 2015, the City contributed incentives and funding combined with federal/provincial investments for the completion of 2,869 affordable rental and 871 affordable ownership homes, resulting in a cumulative six-year shortfall of 3,131 affordable rental and 329 affordable ownership homes from 2010-2015.
- In order to enhance the City's ability to deliver affordable housing and achieve the HOT targets, City Council adopted EX10.18 "Affordable Housing Open Door Program" on December 9 and 10, 2015 and EX16.26 *Implementing the Open Door Program* on July 12, 13, 14 and 15, 2016 to provide incentives including capital contributions, development charge and planning fee exemptions and property tax relief to private and non-profit affordable housing organizations to reduce the cost of developing affordable housing and improve affordability.
- In the same meeting, City Council requested the Director, Affordable Housing Office to provide an annual update in collaboration with the City Manager's Office on the prior year results of the *Open Door Program* including funding allocations, incentives provided and other contributions from all sources on a go-forward basis.
- As detailed in AH8.5 "Open Door Affordable Housing Program 2016 Annual Activity Report" City Council approved development projects for 571 Affordable Rental Homes and 408 Affordable Ownership Homes in 2016.
- While the Open Door annual target for rental homes was not achieved in 2016, Council's efforts to ramp up approval of new affordable housing through the Open Door program resulted in projected 2017 approvals of 1,200 new affordable rental homes, thereby exceeding Council's target of 1,000 annually.
- This was accomplished through a range of initiatives including:
 - City Open Door Proposal Call
 - City/provincial Ontario Affordable Housing Lands Program
 - City/provincial Home for Good partnership, and
 - City/provincial/federal Social Infrastructure Fund-Investment in Affordable Housing initiative.
- Outlined below are details of some of these initiatives:
- In 2017, the Open Door Affordable Housing Program experienced significant interest, evidenced by the result of the annual inaugural Open Door Call for Applications in which 7 development proposals for 298 affordable rental homes across the City received Council approval.
 - In addition, the City has partnered with the Ontario Ministries of Housing, Infrastructure and Infrastructure Ontario (IO) to pre-plan the inclusion of an affordable housing component in the pre-specified criteria for development proposals submitted under the Ontario Affordable Housing Lands Program.
 - Supported by Open Door, this program involves the redevelopment of sites in the West Don Lands and 27 Grosvenor/26 Grenville streets projected to result in the creation of 600 affordable rental homes.
 - The City is also partnering with the province to deliver the recently announced provincial Home for Good (HFG) program which targets the goal of ending chronic homelessness by 2025.
- The province confirmed Toronto's funding allocation of \$90.087 million in a letter to the Mayor on September 11, 2017.
- This new program will be jointly administered by SSHA and AHO and has both operating and capital components. Capital funding of \$36.855 million (including administration funding for the AHO of \$1.8 million)

must be invested to increase the physical supply of units with supports, including new construction, acquisition and rehabilitation of existing residential rental buildings or conversion of non-residential buildings/units to purpose-built rental buildings/units.

- It is anticipated that this program will create up to 2,000 new affordable rental housing units with supports for people who are homeless in Toronto further helping to reduce the cumulative short fall and achieve the HOT targets.

Program Funding Sources

- The 2018 Operating Budget for the Affordable Housing Office (AHO) is funded by a combination of federal and provincial funding of \$2.001 million, funding from the Capital Revolving Reserve Fund (CRRF) for Affordable Housing of \$0.499 million which is set at the same level as the prior year, and property tax revenues.

AFFORDABLE HOUSING OFFICE OPERATING REVENUE 2015-20						
	2015 Actuals	2016 Actuals	2017 Projected Actuals	2018 Budget	2019 Plan	2020 Plan
	in \$000s	in \$000s	in \$000s	in \$000s	in \$000s	in \$000s
INVESTMENT IN AFFORDABLE HOUSING (IAH) PROGRAM (FEDERAL/PROVINCIAL)						
Investment in Affordable Housing for Ontario (IAHO) Program Administration Fees 2011 - 2015	973	383	Ended			
Investment in Affordable Housing for Ontario (IAHO) Program Administration Fees 2015 - 2020		531	1,087	1,087	1,087	938
SOCIAL INFRASTRUCTURE FUND/INVESTMENT IN AFFORDABLE HOUSING PROGRAM (SIF/IAH) 2016-2017 (FEDERAL/PROVINCIAL)						
Canada-Ontario Social Infrastructure Fund/Investment in Affordable Housing Program Administration Fees 2016-2020			313	195	201	354
HOME FOR GOOD PROGRAM (PROVINCIAL) 2017-2020						
HFG Administration Fees 2017-2020 (end year depends on completion of capital projects)			0	585	585	585
FEDERAL HOMELESSNESS PARTNERING STRATEGY (HPS)						
Homelessness Partnering Strategy (HPS) (cost recovery to AHO through an IDC-IDR)	123	131	132	134	136	136
CAPITAL REVOLVING FUND FOR AFFORDABLE HOUSING						
Capital Revolving Reserve Fund for Affordable Housing (XR1058)	399	499	499	499	499	499
TOTAL	1,495	1,544	2,031	2,500	2,508	2,512
Annual Increase	17	49	487	469	8	4

- The revenue sources and funding allocations for 2018 affordable housing capital investments administered by the AHO are detailed below:

Federal Provincial Social Infrastructure Fund (SIF)

- Introduced through the 2016 Federal Budget the Social Infrastructure Fund provides funding for affordable and social housing development, housing improvements, housing allowances and housing benefits to lower-income tenants to enable housing stability.

- The City's allocation under the SIF program is \$154.3 million and the program is delivered by AHO and Shelter, Support and Housing Administration (SSHA) alongside other affordable housing and home improvement program initiatives.
- The AHO administers three of the SIF-IAH components to support lower-income residents: development of new affordable rental homes; development of new affordable ownership homes through down-payment assistance and Toronto Renovates funding for essential health, safety, accessibility & energy efficiency repairs and modifications.

SIF-IAH Notional Funding Allocation (2018 – 2019):

- On August 9, 2017, the Government of Ontario informed the City of an increase of \$19.363 million (from \$154.253 million to \$173.616 million) in its allocation under the IAH program for 2018 – 2019. This increase is part of a broader increase in funding to the Social Infrastructure Fund (SIF) Agreement by the Government of Canada and the Province of Ontario and will further assist the program to meet the HOT and Open Door annual target of 1,000 new affordable rental and 400 home ownership units between 2016 and 2020.

Federal Homelessness Partnering Strategy (HPS):

- Established in 2006, the Homelessness Partnering Strategy (HPS) is a community based federal grant program aimed at preventing and reducing homelessness by providing direct support and funding to designated communities and to organizations that address Aboriginal homelessness across Canada. Funding under this program delivers a wide range of community based service programs and capital projects consistent with the grants mandate.
- The City's HPS funding allocation is administered primarily by Shelter, Support and Housing Division (SSHA); however, the Affordable Housing Office (AHO) administers a component of the grant for SSHA. This component includes capital upgrades to extend the life of existing transitional and supportive housing which provides housing and support services to the community. AHO's 2018 Operating Budget includes administrative funding from HPS of \$0.134 million.
- The Government of Canada announced an extension of the program for another 5-year term from 2014 to 2019.

New Supports and Housing for Survivors of Human Trafficking:

- At its meeting on December 5, 6, 7 and 8, 2017, City Council considered and adopted with amendments EX29.15 "New Supports and Housing for Survivors of Human Trafficking". The report sought Council authority for the receipt of funding from the Province of Ontario to provide transitional housing and supports for women who are survivors of sexual exploitation and human trafficking. A link to the report can be found here: <http://www.toronto.ca/legdocs/mmis/2017/cc/comm/communicationfile-74309.pdf>.
- Launched in the spring of 2017 by the Ontario Ministry of Community and Social Services, the Anti-Human Trafficking Community Supports Fund will support community-based solutions to help survivors of human trafficking and increase protection for people at risk of being trafficked.
- Per EX29.15, the City requested anti-human trafficking funding in the amount of \$2.068 million. To give effect to these initiatives, SSHA's 2018 Operating Budget was increased by \$2.068 million gross, \$0 net during the 2018 Budget Process.
- One of the initiatives to be funded under the program is the acquisition by Covenant House of a property to support survivors of human trafficking. The City through the AHO, the Tenants First Project Team and Toronto Community Housing is working with Covenant House to identify suitable properties.
- Since December 2017, the Province has identified three other organizations to receive additional operating funding under the program: Native Child and Family Services of Toronto, East Metro Youth Services and FCJ Refugee Centre.
- Combined, the City will now receive \$2.268 million over 2018/2019 through the Anti-Human Trafficking Community Supports Fund, comprised of \$0.885.0 million to be administered by the AHO for the purchase of

the Covenant House property; \$1.269 in operating funds for rent supplements to be administered by SSHA; and 0.113 million in administration fees for the City as Service Manager. The Province is directly providing funding for support services.

Capital Revolving Reserve Fund for Affordable Housing (CRRF):

- The CRRF was established to provide funding to non-profit and private sector entities to support the capital costs of affordable housing units across the City.
- Eligible costs in this pursuit include the cost of development proposals for affordable housing projects, project development assistance, forgivable loans, project financing and other activities related to the improvement of the quality and supply of affordable housing in Toronto.
- Consistent with prior years and the purpose of the reserve, AHO's 2018 Operating Budget includes a contribution of \$0.499 million from the CRRF which has a projected 2018 yearend balance of \$10.443 million as of the end of November 2017; however, there are additional Council approved and projected commitments which will have budgetary impacts.

Development Charges Reserve Fund for Subsidized Housing

- The AHO delivers affordable housing funding through the City's *Development Charges Reserve Fund (DCRF) for Subsidized Housing*. This represents a prescribed portion of development charges (DCs) imposed by the City on new residential and non-residential development to partially offset the capital costs resulting from any development or redevelopment of land.
- Through the DCRF for Subsidized Housing, the City funds new affordable rental developments and \$2 million annually for the Home Ownership Assistance Program (HOAP), outlined below. In 2016, Council approved the Open Door Affordable Housing Program which provides City funding from the DCRF for Subsidized Housing, City incentives, land and fast-tracked planning approvals to incentivize new affordable rental housing.
- Based on the 9-month 2017 Reserve Fund Variance Report, the DCRF for Subsidized Housing had a projected uncommitted balance of \$35.415 million; however, there are additional Council approved and projected commitments which will have budgetary impacts. Additional projected and known commitments will further reduce this balance. The annual share of DCs contributed to the DCRF for Subsidized Housing is forecast in the range of \$7.7 - \$7.9 million annually (2018-2020).

Toronto's Home Ownership Assistance Program (HOAP)

- In addition to the federal/provincial home ownership program, the AHO delivers the City's Home Ownership Assistance Program (HOAP). This program provides funding to non-profit developers, and private sector developers building affordable homes on public land, to off-set development charges, building permit and planning fees, at the current rate of \$25,000 per home. The funds are then made available to eligible home buyers as down-payment assistance loans.
- The loans to purchasers are secured on title of their homes by a second mortgage which ensures that the principal and a proportionate share of any capital appreciation is paid to the City when the house is sold or equity is taken out of the property.
- The HOAP was launched by City Council in 2010, with \$2 million annually from the Development Charges Reserve Fund for Subsidized Housing (XR 2116). Council's original target of 200 affordable ownership homes annually was increased to 400 annually in 2015. The program is modelled on the terms and conditions of the federal/provincial program so that funds can be combined for deeper affordability.
- From 2008-2017, the HOAP program provided 322 loans valued at \$6.4 million and 550 stacked loans (federal/provincial/HOAP) valued at \$30.7 million, of which \$11.7 million was from the HOAP program. Combined with 341 federal-provincial loans valued at \$8.0 million, these federal/provincial/City programs assisted 1,178 households with investments totaling \$45.2 million.

Grants for Affordable Housing

- The Affordable Housing Office (AHO) transfers funding from the provincial and federal governments, the City's Development Charges Reserve Fund for Subsidized Housing and the Capital Revolving Reserve Fund for Affordable Housing to provide financial support to non-profit and private sector developers, homeowners and landlords to increase the supply, and improve the quality and stability of affordable housing in the City of Toronto.
- Capital program funding managed by the AHO flows through SSHA's operating budget.
- The 2018 Operating Budget for SSHA includes affordable housing grants totalling \$66.519 million from the Development Charges Reserve Fund for Subsidized Housing and the Capital Revolving Reserve Fund for Affordable Housing as well as federal/provincial programs for affordable housing projects as detailed in the following table:

2018 Affordable Housing Grants					
Project Name	No. Units	Capital Revolving Reserve Fund	Development Charges Reserve Fund	Federal-Provincial Funds	Total
City Home Ownership Assistance Program (HOAP) (DCRF)	38		1,000.000		1,000.000
IAH New Affordable Rental Housing 1 (2011-2014)	47			1,339.500	1,339.500
IAH New Affordable Rental Housing (2014-2020)	149			9,732.000	9,732.000
IAH Toronto Renovates (2014-2020)	566			3,133.992	3,133.992
Bayside Pilot Project (Affordable Rental)	80	2,575.000		6,000.000	8,575.000
200 Madison Affordable (Affordable Rental)	82			4,756.000	4,756.000
Capital Revolving Reserve Fund (CRRF) (Affordable)	55	2,365.003		2,070.000	4,435.003
Development Charges Reserve Fund (DCRF) Affordable Rental	268		5,436.331	3,500.000	8,936.331
Social Infrastructure Fund/IAH Affordable Rental	204			19,639.000	19,639.000
Social Infrastructure Fund/IAH TO Renovates	246			4,022.621	4,022.621
Social Infrastructure Fund/IAH Affordable Ownership	19			950.000	950.000
TOTAL	1,754 *	4,940.003	6,436.331	55,143.113	66,519.447

* Unit count may change



Appendices

Appendix 1

2017 Service Performance

Key Service Accomplishments

In 2017, The Affordable Housing Office accomplished the following:

Creation of New Affordable Rental and Ownership Homes

- ✓ Administering \$323 million federal, provincial and city funding and incentives to create 3,100 new affordable rental and ownership homes underway in 2017, with approximately 210 new affordable rental and 15 new affordable ownership homes projected to be completed in 2017.
- ✓ Through the *Open Door* program, City approvals, for the first time, will exceed the HOT annual target of 1,000 affordable rental homes with the projected approval in 2017 of approximately 1,200 rental units.
- ✓ Approval of home ownership assistance loan benefitting some 200 moderate-income households.

Funding essential Health, Safety, Accessibility and Energy Efficiency Repairs and Modifications for lower-income residents.

- ✓ Administering \$9 million in federal/provincial funding to assist 900 lower-income households with essential repairs and modifications underway in 2017.
- ✓ Approximately 660 of these essential repairs and modifications are projected to be completed in 2017.

Taking Action on Affordable Housing Policies, partnerships and programs

- ✓ Published first Open Door program guidelines/application package to streamline access to affordable housing incentives and Registry to inform private & non-profit housing groups of upcoming call for applications and public land availability.
- ✓ Prepared and submitted to the province the City's annual *Housing Opportunities Toronto* report
- ✓ Under the Open Door program, worked with the Province to implement the Ontario Affordable Housing Lands Program at 3 sites in Toronto to create new affordable housing for lower-income residents.
- ✓ Worked with the federal government to ensure that Toronto's unique affordable housing needs are addressed in the new National Housing Strategy announced in 2017.
- ✓ Commenced work to report to Council in 2018 on Housing Opportunities Toronto 2010 – 2020 in preparation for the development of the City's next ten-year housing plan.

Appendix 2

2018 Operating Budget by Expenditure Category

Program Summary by Expenditure Category

Category of Expense (\$000's)	2015	2016	2017	2017	2018	2018 Change from		Plan	
	Actual	Actual	Budget	Projected	Budget	2017 Approved		2019	2020
	\$	\$	\$	Actual *	\$	\$	%	\$	\$
Salaries And Benefits	2,279.2	2,198.8	2,857.3	2,597.8	3,028.7	171.4	6.0%	3,099.2	3,154.7
Materials & Supplies	9.2	11.7	14.2	9.2	14.2			14.2	14.2
Equipment	1.8	0.2	2.0	10.6	2.0			2.0	2.0
Service And Rent	55.5	50.3	159.8	119.8	147.3	(12.5)	(7.8%)	147.3	147.3
Inter-Divisional Charges	317.7	478.2	456.2	456.2	472.2	16.0	3.5%	482.2	492.5
Total Gross Expenditures	2,689.0	2,744.9	3,495.7	3,199.8	3,670.5	174.9	5.0%	3,751.0	3,816.9
Inter-Divisional Recoveries	123.4	130.5	131.8	131.8	133.6	1.8	1.4%	135.6	136.2
Provincial Subsidies	972.7	914.6	1,694.8	1,398.8	1,867.8	173.1	10.2%	1,873.2	1,876.6
Contribution From Reserves/Reserve Funds	399.0	499.0	499.0	499.0	499.0			499.0	499.0
Total Revenues	1,495.1	1,544.1	2,325.5	2,029.6	2,500.4	174.9	7.5%	2,507.8	2,511.8
Total Net Expenditures	1,194.0	1,200.8	1,170.1	1,170.2	1,170.1	(0.0)	(0.0%)	1,243.2	1,305.1
Approved Positions	19.0	23.0	25.0	25.0	25.0			25.0	25.0

* Based on the 9-month Operating Variance Report

Based on 2017 Q3 results, the Affordable Housing Office projected year-end under spending in salary and certain non-salary accounts which will be fully offset by a lower draw from the federal/provincial administration fee revenue for a net zero variance at the end of 2017.

For additional information regarding the 2017 Q3 operating variances and year-end projections, please refer to the attached link for the report entitled "Operating Variance Report for the Nine-Month Period Ended September 30, 2017" considered by City Council at its meeting on December 5, 2017.

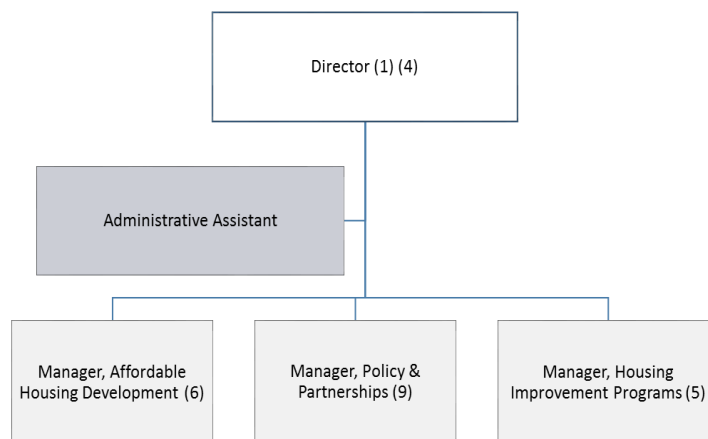
<http://www.toronto.ca/legdocs/mmis/2017/ex/bgrd/backgroundfile-109109.pdf>)

Impact of 2017 Operating Variance on the 2018 Operating Budget

- The 2018 Operating Budget includes a realignment of salary and benefit costs with actual experience resulting in gross expenditure reductions of \$0.059 million fully offset by timing adjustments to federal/provincial grant revenues.

Appendix 3

2018 Organization Chart



2018 Total Complement

	Category	Senior Management	Management with Direct Reports	Management without Direct Reports/Exempt Professional & Clerical	Union	Total
Operating	Permanent	1.0	3.0	3.0	13.0	20.0
	Temporary			2.0	3.0	5.0
	Total Operating	1.0	3.0	5.0	16.0	25.0
Grand Total		1.0	3.0	5.0	16.0	25.0

Appendix 6

Inflows/Outflows to/from Reserves & Reserve Funds

Program Specific Reserve / Reserve Funds

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance			41,850.1	35,413.8	24,037.5
Dev Charges (2009) - Subsidized Housing	XR2116	43,942.1			
<i>Proposed Withdrawals (-)</i>		(11,076.1)	(6,436.3)	(11,376.3)	(1,532.0)
<i>Projected Contributions (+)</i>		8,984.1	-		
Total Reserve / Reserve Fund Draws / Contributions		41,850.1	35,413.8	24,037.5	22,505.5
Balance at Year-End		41,850.1	35,413.8	24,037.5	22,505.5

Note: Revenue is projected by Corporate Finance to be in the range of \$7.7M to \$7.9M annually and is not included in the table above.

Note: Additional Council-approved commitments not included in the table amount to approximately \$18.415M.

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Balance as of Dec. 31, 2017 \$	Withdrawals (-) / Contributions (+)		
			2018 \$	2019 \$	2020 \$
Projected Beginning Balance			8,932.0	10,433.0	9,874.0
Capital Revolving Fund - Affordable Housing	XR1058	11,360.6			
<i>Proposed Withdrawals (-)</i>		(3,293.1)	(5,000.0)	(60.0)	(60.0)
<i>Projected Contributions (+)</i>		864.5	7,000.0	-	
Total Reserve / Reserve Fund Draws / Contributions		8,932.0	10,932.0	10,373.0	9,814.0
Other Program / Agency Net Withdrawals & Contributions			(499.0)	(499.0)	(499.0)
Balance at Year-End		8,932.0	10,433.0	9,874.0	9,315.0

Not all future revenue, including loan repayments, interest and Section 37 contributions, are included in the table above

Note: Additional Council-approved commitments & contributions not included in the table amount to approximately \$4.5M.