What Does NRH Do?

- NRH operates & manages 2,850 Public Housing units
- Community Programs includes tenant support, eviction prevention and community engagement in Niagara Regional Housing (NRH) Public Housing communities. CPCs link tenants with over 40 community partners to maintain successful tenancies and improve the quality of life in NRH communities. (eg. Tenant meetings, after school programs, social groups, summer camps, workshops)
- Provide support and legislative direction to 60 Housing Providers
- Provide access to housing through the centralized wait list
- Administers rent supplement program through agreements with landlords
- Administers housing allowance, portable rent benefits and housing first to assist applicants with rent while waiting for RGI
- Administers Niagara Renovates program to assist homeowners & landlords with repair/modifications needed to the home
- Administers Welcome Home Niagara program which assists with down payment to low to moderate income renters to buy a new home
- Increase access to affordable rental housing through new development
NRH Programs & Services

**Levy Funded – Core Programs**
- NRH Owned-Units (Public Housing)
- Social Housing Provider Subsidies & Oversight
- Rent Supplement & Housing Allowance Programs
- Centralized Wait List Management
- Community Resource Unit

**Ministry Funded Programs**
- Strong Communities – Rent Supplement Program
- IAH-E / SIF / OPHI / COCHI
  - Rent Supplement
  - Housing Allowance
  - Housing First
  - Homeownership Assistance
  - Niagara Renovates
  - New Development Funding (Capital)
  - Support Services
That the 2020 base budget for existing services BE PREPARED with consideration of the Core Consumer Price Index as follows:

- 2.0% for Regional Departments
- 2.0% for Agencies, Boards, and Commissions
- 2.0% for Waste Management

Council Amended Recommendation
(CSD 40-2019; June 20, 2019)
2020 Budget Main Drivers

**Housing Programs**

- Provider subsidies – ongoing oversight of housing providers to ensure budgets are managed ($435 thousand decrease)
- Rent Supplement Regular ($332 thousand decrease)
- Reserve transfer to support programs for housing providers ($267 thousand increase)

**NRH Owned-Units (Housing Operations)**

- Preventative pest maintenance ($264 thousand increase)
- Repairs and maintenance ($366 thousand increase)
- Increased property taxes - Carlton, Thorold & Welland properties purchased in 2019 ($264 thousand increase)
- Reserve transfer to support capital asset management program ($561 thousand increase)
- Rental revenues ($641 thousand increase)
### 2020 Operating Budget ($Millions)

- **Net expenditure increase of $556 thousand (+2.0%)** before indirect allocations
- **Gross expenditure increase of $1.3 million; offset by an increase in gross revenues of $756 thousand**
- **Staff compliment remains neutral for 2020**

#### Budget Overview

<table>
<thead>
<tr>
<th></th>
<th>2019 Approved Budget</th>
<th>2020 Proposed Budget</th>
<th>$ Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Expenditure</td>
<td>$56.82</td>
<td>$58.13</td>
<td>$1.31</td>
<td>2.3%</td>
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<td>Gross Revenue</td>
<td>$ (29.03)</td>
<td>$ (29.78)</td>
<td>$(0.76)</td>
<td>2.6%</td>
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<td>Net Expenditure (Revenue) before indirect allocations</td>
<td>$27.79</td>
<td>$28.35</td>
<td>$0.56</td>
<td>2.0%</td>
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#### Staff Compliment

<table>
<thead>
<tr>
<th>Staff Compliment</th>
<th>2019 Approved FTE</th>
<th>2020 Proposed FTE</th>
<th># Change</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Permanent Employees</td>
<td>51</td>
<td>51</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>Full-Time Temporary Employees (Ministry-funded / pilot programs)</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>Total FTE Count</td>
<td>60</td>
<td>60</td>
<td>0</td>
<td>0.0%</td>
</tr>
</tbody>
</table>
2020 Operating Budget ($Millions) - Continued

Where the Money Goes (Gross Expenditures)

- Social Housing Programs $29.2M
- Housing Operations $22.3M
- Affordable Housing Programs $4.7M
- Community Resource Unit $0.8M
- Administration $0.6M
- Housing Access Centre $0.5M

Total: $58.1M

Where the Money Comes From

- Niagara Region $28.3M
- Rent & Miscellaneous $16.1M
- Federal / Provincial Funding $13.7M

Total: $58.1M
2020 Operating Budget Analysis

- Increase in Compensation of $110 thousand (2.2%)
  - driven by corporate compensation guidance and benefit related costs

- Increase in Occupancy and Infrastructure of $1.2 million (8.4%)
  - $366 thousand driven by an increase in repairs and maintenance costs
  - $265 thousand increase for pest control costs to include preventative maintenance
  - $264 thousand related to an increase in property taxes (includes new Carlton Street & 2019 properties purchased in Thorold & Welland)
  - $230 thousand increase to align with 2020 service contracts (includes Carlton & 2019 properties purchased in Thorold) – costs offset by increase in revenues
2020 Operating Budget Analysis - Continued

- Decrease in Community Assistance of $595 thousand (1.9%)
  - $332 thousand decrease in levy funded rent supplement regular due to decline in RGI subsidy to landlords
  - $435 thousand decrease in Non Profit and Co-op Provider subsidy to align with provider trends relating to RGI subsidy
  - $117 thousand decrease in Federal Provider Subsidies due to end of operating agreements (EOA)
  - $146 thousand increase in housing allowance and landlord engagement
2020 Operating Budget Analysis - Continued

► Decrease in Financial Expenditures of $258 thousand (11.6%)
  □ $368 thousand decrease in provincial debenture payments due to a reduction of debt owed to the province as 4 LHC agreements have expired
  □ $106 thousand increase in bad debt costs due to an internal review on tenant arrears owed to NRH

► Increase in transfer to Reserves of $827 thousand (36.7%)
  □ $267 thousand increased transfer to NRH reserve from Housing Programs to support programs for housing providers (total transfer of $1.5 million)
  □ $561 thousand increased transfer to NRH Owned-Units reserve to support capital improvements required on owned-units - $242 thousand restricted for 527 Carlton, Fitch Street East and Jubilee Drive (total transfer of $1.5 million)
  □ Increase to reserve supported by Niagara’s 10-year Housing and Homelessness Action Plan report COM 40-2019
Decrease in Federal & Provincial Grants of $67 thousand (0.5%)
- Driven by Service Manager federal funding schedule due to EOA

Increase in Other Revenue of $818 thousand (5.4%)
- $642 thousand increase in rental revenue due to full year of Carlton & Thorold properties – based on current trends
- $200 thousand increase from revolving loan to fund homeownership and renovate programs
Council Strategic Priority 2: Healthy and Vibrant Community

Objective 2.3: Addressing Affordable Housing Needs

- Retain, protect and increase the supply of affordable housing stock to provide a broad range of housing to meet the needs of the community
- Supporting clients through the stages of the housing continuum, towards more stable and permanent housing

Housing & Homelessness Action Plan:

Goal 1: House People Who Do Not Have a Home
Goal 2: Help People to Retain a Home
Goal 3: Increase Housing Options and Opportunities for Low and Medium Income Households
Goal 4: Build Capacity and Improve the Effectiveness and Efficiency of the Housing and Homelessness System
Budget Summary - Continued

- Partnerships with Niagara Region
  - Affordable Housing Steering committee
  - RFP for development
- Redevelopment of current stock
  - Budget supports the operating costs and revenues of the Thorold properties purchased in 2019 & intensification in Welland which increases housing supply
- Feasibility Study
- Ready/Set/Build Workshops with Providers
- Living wage Requirements
- Repairs & Maintenance of NRH owned-units
- Inclusion of full year operating costs for Carlton street and Thorold properties

Housing & Homelessness Action Plan: support increasing and maintaining available housing stock in Niagara
Budget Summary - Continued

- Subsidy for 60 Non-Profit and Cooperative housing providers
- Assistance to housing providers with funding applications for new development
- 15 potential low to moderate income earners will receive 5% down payment assistance
- Support to five Habitat for Humanity builds
- Support to 35 low income homeowners for accessibility and emergency repairs – allows them to remain in their own home
- Rent Supplement Program includes subsidy for New Bethlehem Housing Build
- Support 740 housing applicants with a housing allowance
- Additional CPC remains in current budget to provide support to housing providers

Initiatives above align with HHAP action items which support long-term housing stability for households at risk of homelessness and prevent loss of current community housing stock
Budget Summary - Continued

527 Carlton Street – St. Catharines

Roach Street - Welland
Thank You!

Donna Woiceshyn, CEO

Questions?
## 2019-2020 Forecasted Reserve Summary

<table>
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<tr>
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<tbody>
<tr>
<td><strong>NRH Owned Units Public/Local Housing Corp:</strong></td>
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<tr>
<td><strong>Jubilee/Broadview</strong></td>
<td>215,569</td>
<td>54,000</td>
<td>-</td>
<td>259,569</td>
<td>18,000</td>
<td>287,569</td>
<td>72,000</td>
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<tr>
<td></td>
<td><strong>Fitch Street</strong></td>
<td>261,404</td>
<td>66,750</td>
<td>-</td>
<td>327,790</td>
<td>22,250</td>
<td>350,404</td>
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<tr>
<td></td>
<td><strong>Carleton Street</strong></td>
<td>157,500</td>
<td>-</td>
<td>-</td>
<td>157,500</td>
<td>52,500</td>
<td>210,000</td>
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<tr>
<td></td>
<td><strong>Other Owned Units</strong></td>
<td>3,644,207</td>
<td>457,917</td>
<td>(794,555)</td>
<td>3,307,469</td>
<td>1,052,606</td>
<td>700,000</td>
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<tr>
<td><strong>NRH Owned Units Public/Local Housing Corp TOTAL</strong></td>
<td>4,120,816</td>
<td>736,067</td>
<td>(794,555)</td>
<td>4,062,328</td>
<td>1,145,356</td>
<td>700,000</td>
<td>5,907,684</td>
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<td><strong>Niagara Regional Housing:</strong></td>
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<tr>
<td><strong>Emergency Capital Funding for Housing Providers</strong></td>
<td>1,924,871</td>
<td>955,798</td>
<td>-</td>
<td>2,880,669</td>
<td>318,599</td>
<td>3,199,268</td>
<td>1,540,927</td>
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<tr>
<td></td>
<td><strong>Title Normalization for NRH Owned Units</strong></td>
<td>712,381</td>
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<td>-</td>
<td>712,381</td>
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<td>712,381</td>
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<tr>
<td></td>
<td><strong>New Initiatives, other social housing purposes and any new deposits are added to this category</strong></td>
<td>3,403,047</td>
<td>-</td>
<td>(410,415)</td>
<td>2,992,632</td>
<td>-</td>
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<tr>
<td><strong>Niagara Regional Housing TOTAL</strong></td>
<td>6,040,299</td>
<td>955,798</td>
<td>(410,415)</td>
<td>6,585,682</td>
<td>318,599</td>
<td>-</td>
<td>6,904,281</td>
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<tr>
<td><strong>Total NRH Capital Reserves</strong></td>
<td>$10,161,115</td>
<td>$1,691,865</td>
<td>$(1,204,970)</td>
<td>$10,648,010</td>
<td>$1,463,955</td>
<td>$700,000</td>
<td>$12,811,965</td>
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<td><strong>NRH Rent Supplement:</strong></td>
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<tr>
<td><strong>NRH Stabilization Reserves TOTAL</strong></td>
<td>$278,301</td>
<td>(8,000)</td>
<td>-</td>
<td>$269,301</td>
<td>(3,000)</td>
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<td>$266,301</td>
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<td><strong>NRH Employee Future Benefits:</strong></td>
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<tr>
<td><strong>NRH Future Liability Reserves TOTAL</strong></td>
<td>$792,733</td>
<td>-</td>
<td>-</td>
<td>$792,733</td>
<td>-</td>
<td>-</td>
<td>$792,733</td>
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<tr>
<td><strong>Total</strong></td>
<td>$11,232,149</td>
<td>$1,682,865</td>
<td>$(1,204,970)</td>
<td>$11,710,044</td>
<td>$1,469,955</td>
<td>$700,000</td>
<td>$13,870,999</td>
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</tbody>
</table>

*2020 Forecasting Capital and Operating Transfers are based on proposed 2020 Capital & Operating Budgets

**Net operating transfers includes $900,000 transfer of 2019 budget to capital project per approved report for Hawkins development. 2019 forecasted capital transfers includes an estimated $700,000 transfer back to reserve from Carleton Street Development.
## Draft ASD Budget Comparison – For Discussion Only

### Analysis of Budget Allocation

- **Compensation** – All employees will become Niagara Regional employees
- **Occupancy & Infrastructure** – R&M of Owned Units
- **Community Assistance** – subsidy related programs
- **Federal & Provincial grants** – Revenue for owned units is based on formula allocation – funding ends 2026
- **Indirect / Capital Financing allocations** – Based on cost drivers related to NRH and debt costs for Owned Units
- **Management Fee** – Compensation related to staff directly involved with Owned-units (100% of Operations Manager and staff; Portion of time for CEO, Access Team, Community Resource Unit)

### Budget Comparison

<table>
<thead>
<tr>
<th></th>
<th>2020 Budget Total</th>
<th>NRH Owned Units - NRH Corporation (Budget Total)</th>
<th>NRH Programs - Division of Community Services (Budget Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>5,214,710</td>
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<td>5,214,710</td>
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<td>Administrative</td>
<td>646,698</td>
<td>100,300</td>
<td>546,398</td>
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<tr>
<td>Operational &amp; Supply</td>
<td>70,000</td>
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<tr>
<td>Occupancy &amp; Infrastructure</td>
<td>15,849,805</td>
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<tr>
<td>Equipment, Vehicles, Technology</td>
<td>245,800</td>
<td>106,800</td>
<td>139,000</td>
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<td>Community Assistance</td>
<td>30,984,668</td>
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<td>Financial Expenditures</td>
<td>1,966,966</td>
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<td>Transfers To Funds</td>
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<td>1,542,000</td>
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<td>Allocation Between Departments</td>
<td>65,480</td>
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<td><strong>Gross Expenditure Subtotal</strong></td>
<td>58,127,054</td>
<td>19,565,871</td>
<td>38,561,183</td>
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<td>Federal &amp; Provincial Grants</td>
<td>(13,713,766)</td>
<td>(1,592,579)</td>
<td>(12,121,187)</td>
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<td>Other Revenue</td>
<td>(16,051,611)</td>
<td>(15,706,611)</td>
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<td>Transfers From Funds</td>
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<td>(17,000)</td>
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<td><strong>Gross Revenue Subtotal</strong></td>
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<td>(17,299,190)</td>
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<td>Net Expenditure (revenue) before indirect allocations</td>
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<td>Indirect Allocation</td>
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<td>1,239,039</td>
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<td>Capital Financing Allocation</td>
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<td>Management Fee Allocation</td>
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<td><strong>Allocation Subtotal</strong></td>
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<td>10,302,494</td>
<td>(2,157,301)</td>
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<td>Net Expenditure (revenue) after indirect allocations</td>
<td>36,489,870</td>
<td>12,569,175</td>
<td>23,920,695</td>
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