



## BOARD REPORT

REPORT No.: 2024-44

MEETING DATE: NOVEMBER 21, 2024

SUBJECT: PROPOSED 2025 OPERATING AND CAPITAL BUDGET

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) the proposed 2025 Operating and Capital Budgets for the Board's review and discussion.

### BACKGROUND

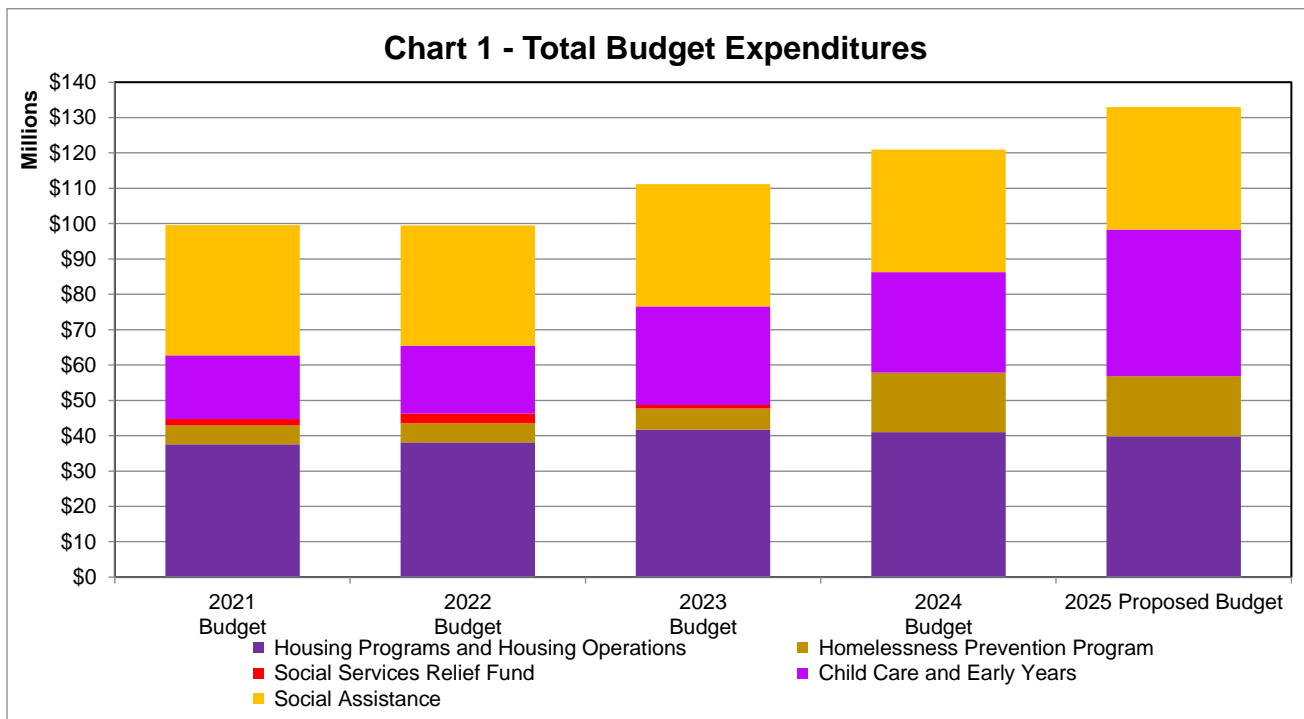
Each year, Administration prepares a Budget for the programs administered by TBDSSAB, including Social Assistance, Child Care and Early Years, Housing and Homelessness Prevention, and Housing Operations. The cost-sharing formulae of the various programs is presented in Table 1 – Cost Sharing Formulae below:

<b>Table 1 – Cost Sharing Formulae</b>	
<b>Program</b>	<b>Cost-Sharing</b>
<b>Social Assistance</b>	
Ontario Works (OW) Financial Assistance	100% Provincially funded.
Ontario Works Program Delivery Funding	A portion is 100% Provincially funded, and a portion is cost-shared 50%/50% Provincial/Municipal.
<b>Child Care and Early Years</b>	
Child Care Program	A portion is 100% Provincially funded, and a portion is cost-shared 80%/20% Provincial/Municipal.
Expansion Plan	Cost-shared 80%/20% Provincial/Municipal. However, the Municipal share is optional.

Early Learning and Child Care (ELCC)	100% Federally funded.
Canada-Wide Early Learning and Child Care (CWELCC)	100% Federally funded.
EarlyON	100% Provincially funded.
Administration	Cost-shared 50%/50% Provincial/Municipal, up to the established benchmark.
<b>Community Housing and Homelessness Programs</b>	
Community Housing	Municipal responsibility, offset with Federal “block” funding which is declining over time.
Portable Housing Benefit (PHB)	100% Municipally funded.
Ontario Priorities Housing Initiative (OPHI)	Cost-shared 50%/50% Federal/Provincial.
Canada-Ontario Community Housing Initiative (COCHI)	100% Federally funded.
Homelessness Prevention Program (HPP)	100% Provincially funded.

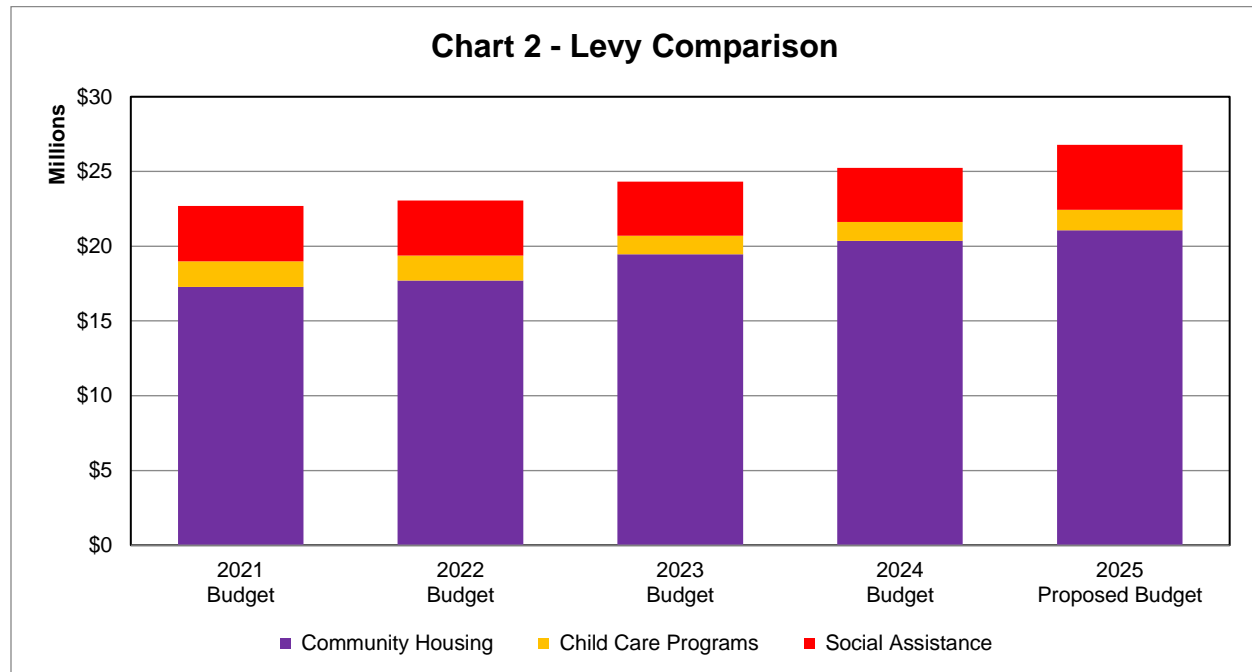
The proposed 2025 TBDSSAB Operating Budget is \$132,730,800 (2024: \$120,747,100) and represents an increase of \$11,983,700, or 9.9%, from the prior year.

Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2021, through to the proposed 2025 Budget, across the program areas: Social Assistance, Child Care and Early Years, Housing and Homelessness Programs.



The proposed 2025 Levy to Municipalities and TWOMO is \$26,831,100 (2024: \$25,233,000), an increase of 6.3% over the 2024 approved levy.

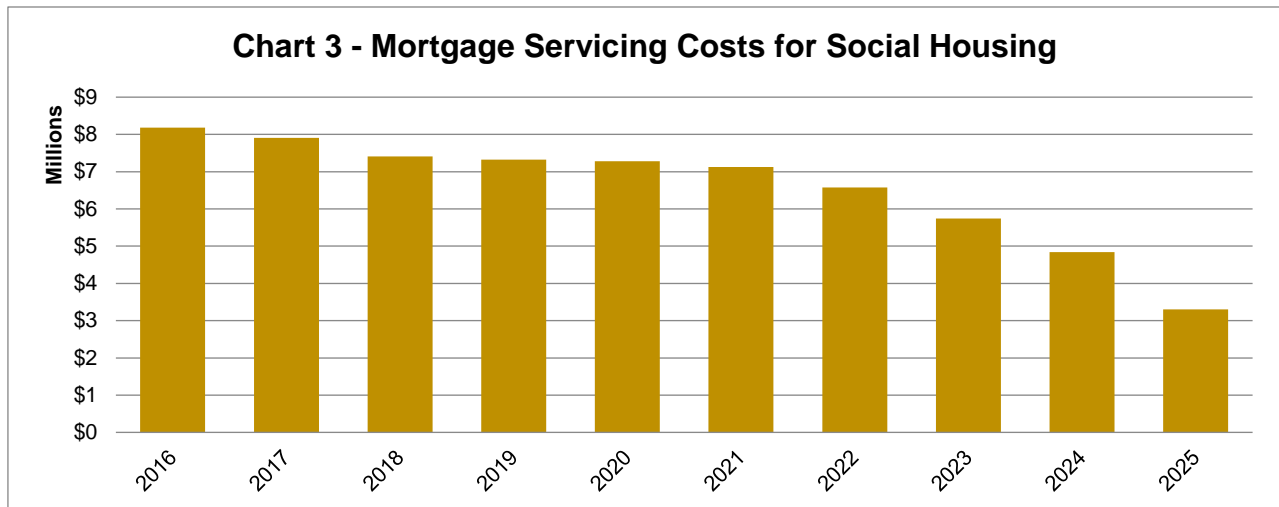
Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2021 through to the proposed 2025 Levy. This chart illustrates an overall levy increase of 18% since 2021.



Unlike Social Assistance and Child Care and Early Years Programs, there is no cost-sharing funding framework, based on operating expenditures, for legacy Social Housing. The Federal Government provides block funding through the Provincial Government. This block funding is based on the subsidies that were paid to Federal Housing program providers and Federal/Provincial Housing program providers prior to devolution of administrative responsibility.

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

The cost of mortgage principal and interest payments has decreased from \$8.2 million in 2016, to \$3.2 million estimated in 2025, as shown in Chart 3 – Mortgage Servicing Costs for Social Housing (below), excluding Urban Native Housing Programs:



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

**COMMENTS**

The proposed 2025 TBDSSAB Operating Budget totals \$132,730,800 and represents an increase of \$11,983,700 or 9.9%, from the 2024 approved Budget of \$120,747,100. Changes within each program area are outlined below. Attachment #1 provides the complete proposed 2025 Operating Budget Summary. The Key Performance Indicators (KPI) are provided in Attachment #2 – Key Performance Indicators – Summary.

The proposed 2025 Operating Budget results in a total increase to the Municipal Levy of \$1,598,100 or 6.3%, compared to the Board-approved 2024 Levy. The proposed 2025 Budget Levy, by program area, is provided in Table 2 – Total Change in Proposed Levy by Program Funding Area (below):

Program	2024 Budget Levy (\$)*	2025 Proposed Levy (\$)*	Increase / (Decrease) (\$)*	% Change
Social Assistance	3,676,500	4,440,800	764,300	20.8%
Child Care and Early Years	1,283,900	1,372,900	89,000	6.9%
Community Housing	20,672,600	21,417,400	744,800	3.6%
Income Earned on Unrestricted Funds	(400,000)	(400,000)	-	0.0%
<b>Total Levy</b>	<b>25,233,000</b>	<b>26,831,100</b>	<b>1,598,100</b>	<b>6.3%</b>

\*amounts have been rounded to the nearest hundred

## Staffing Resources

The Full-Time-Equivalent (FTE) staffing resources for 2025 total 169.76. In accordance with the Board approved Budget Policy, the Chief Executive Officer (CEO) approves staffing resources, subject to financial implications included within the annual budget.

During the 2024 year the following changes were implemented:

1. 1.0 FTE in-year reduction in the Office of the CEO;
2. Conversion of 1.0 FTE Supervisor, Accounting to a 1.0 FTE Senior Financial Analyst.

During the 2025 budget process, the CEO approved 1.0 FTE in-year staffing expansion and 4.66 FTE staff reductions, which are included within the respective budget areas.

## The Board

The Budget for the Board is consistent with the 2024 budget and includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2025 Budget of \$124,600 is \$9,700 (8.4%) more than the 2024-approved budget (\$114,900) and reflects an increase in insurance costs.

## Office of the Chief Executive Officer

The proposed Office of the CEO Budget totals \$1,314,800 in 2025, a decrease of \$13,200 (1.0%) from the 2024-approved Budget of \$1,328,000. Most of the decrease is due to the 2024 in-year staff reduction partially offset by an increase in personnel services costs. This Budget includes costs related to the organization's strategic leadership, communications and engagement, and human resources support, and is allocated across the portfolio of programs to reflect the support provided by these areas.

## Corporate Services Division

The Corporate Services Division supports the organization through the finance, purchasing, information services, and infrastructure and asset management functions, with the goal of establishing and maintaining an effective system of internal controls to safeguard the assets of TBDSSAB. The proposed 2025 Budget for the Corporate Services Division totals \$5,420,000, an increase of \$96,000 (1.8%) over the 2024 approved Budget of \$5,389,000.

The Corporate Services Division Budget includes various corporate-wide costs, for example, insurance premiums, audit fees, computer hardware costs, computer software licenses and maintenance, records management, and postage and courier costs. Based on the nature of the Division's costs, they are allocated across the portfolio of programs. The Corporate Services Division also includes costs related to long-term asset planning and management including those properties within the direct-owned housing portfolio.

Currently, the Information Services Department includes 1.0 FTE position related to mail distribution for the Headquarters Office Building. Given the anticipated changes relative to social assistance modernization, this position, which is currently filled on a temporary basis, will end December 31, 2024, and has been removed from the 2025 budget.

As a result of recommendations in Report No. 2022-63 - Environmental Sustainability Strategy, 1.0 FTE Technical Services Officer – Environmental Stewardship was recommended to support the development and implementation of the Environmental Stewardship Strategy. The CEO has approved the addition of this position in 2025, which is reflected in the 2025 budget.

The Budget also includes costs to complete the development of the beautification, security, and environmental design study related to TBDSSAB's direct-owned housing portfolio that was started in 2024. As the cost is of a one-time nature, it will be financed from the Levy Stabilization Reserve Fund.

Costs related to operation of TBDSSAB's office Headquarters in the City of Thunder Bay are also included in the Corporate Services budget. This budget for 2025 totals \$1,021,800 (2024: \$999,300) and covers all the expenditures related to the Headquarters building operations and maintenance.

### **Integrated Social Services Division**

The total Integrated Social Services (ISS) Division Budget includes ISS Program Support, Social Assistance, Child Care and Early Years, and Community Housing and Homelessness Prevention.

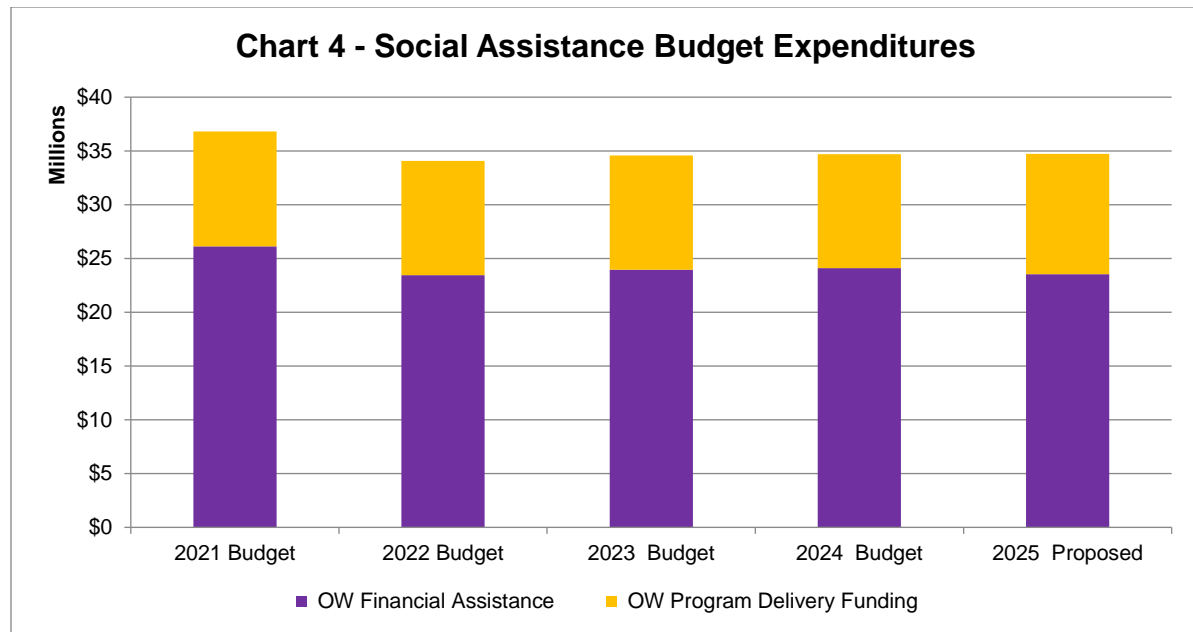
#### **Integrated Social Services Program Support**

ISS Program Support includes the Director's office, Research and Social Policy, and Intake and Eligibility. The Intake and Eligibility area is responsible for TBDSSAB's integrated Intake, the area that serves those accessing TBDSSAB services, providing positive customer service experience to clients, tenants and the general public who attend the Headquarters office. The proposed ISS Program Support Budget is \$2,170,000 (2024: \$2,001,900).

#### **Social Assistance**

Social Assistance includes Ontario Works (OW) Financial Assistance to eligible individuals and families and OW Program Delivery Funding (PDF).

Total 2025 Social Assistance Budget expenditures of \$34,748,900 are \$41,500 (0.1%) higher than the 2024 approved Budget (\$34,707,400). The breakdown and comparison of years 2021 through to the proposed 2025 budget is depicted in Chart 4 – Social Assistance Budget Expenditures (below).



#### *OW Financial Assistance*

The largest component of the Social Assistance Budget is OW Financial Assistance provided directly to, or on behalf of, eligible individuals and families. To date in 2024, the average actual caseload has decreased by 3% compared to the 2023 levels; However, Administration is including a 1.7% increase over 2024 actual caseloads for 2025 to match the five year historical average of cases/ year.

The Provincial budget did not include any increases in OW financial benefits for recipients for 2025. The proposed 2025 OW client allowances and benefits budget of \$23,546,200 reflects the estimated cost/ case of the 2025 caseload estimates. Because the total annual estimated monthly caseload in 2025 is below the 2024 budgeted levels, the costs are \$556,400 lower than the 2024-approved budget. As the full cost of OW client allowances and benefits is billed to the Province, there is no impact on the Municipal Levy.

#### *OW Program Delivery Funding*

The Ministry of Children, Community and Social Services (MCCSS) announced that the 2025 OW Program Delivery Funding (PDF) allocation will be \$11,173,200, (2024: \$10,640,200), and reflects an increase in OW program delivery funding for the first time since 2018.

The increase is made up of two components:

1. An increase of \$777,400 in program delivery funding at a 50%/50% provincial: municipal cost share, and
2. A funding reduction of \$1,021,900 related to the implementation of Employment Services Transformation (EST). This was 100% funding from the province.

The result of these funding changes is a net increase of \$533,000 in provincial funding towards the cost of program delivery. To maximize the provincial investment in social assistance programming, the budget includes a proportionate increase in the municipal levy related to Social Assistance.

Of the staffing reductions noted earlier in the Report, 3.0 FTE relates to positions working directly within employment services, and 0.66 FTE relates to operational realignment of resources, which have been reduced from the 2025 budget.

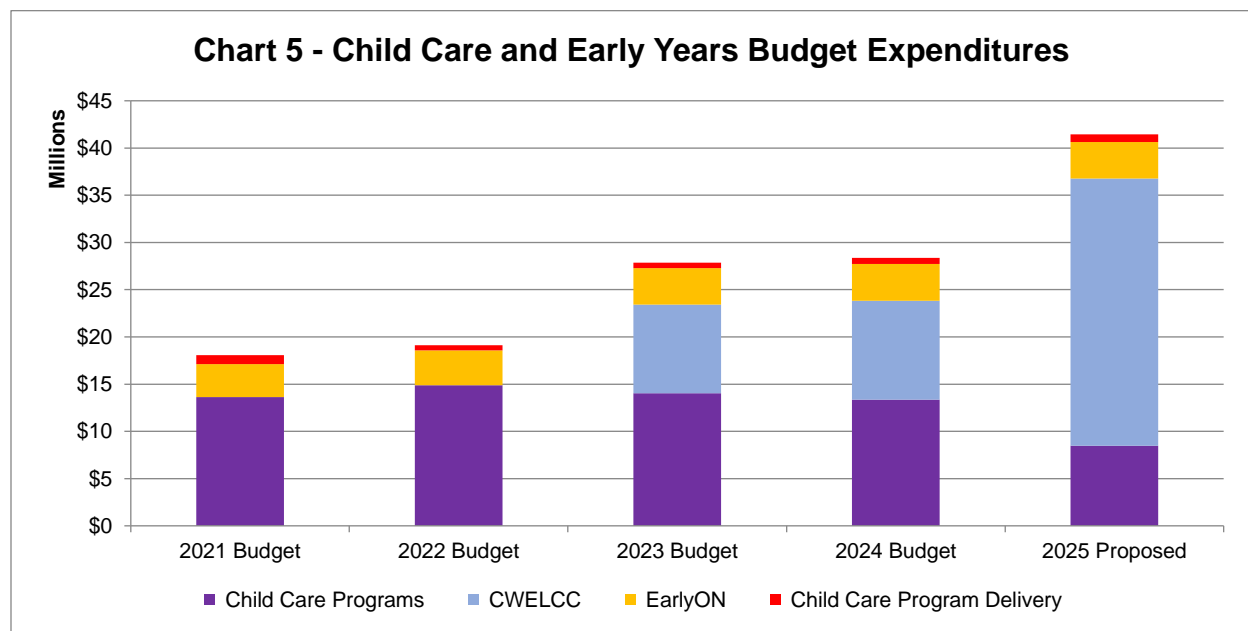
### Child Care and Early Years

In 2022, the Province announced the Canada-Wide Early Learning and Child Care (CWELCC) program which aims to enhance the affordability of child care by reducing child care rates to an average of \$10 per day by the end of 2026. CWELCC is 100% Federally funded so there is no impact on the levy to Municipalities and TWOMO.

In 2019, the Province announced that it would be reviewing and updating the Child Care Funding Formula. The new funding framework has been received effectively moving the system from a revenue-based approach to a cost-based approach for CWELCC registered centres. All centres within the TBDSSAB service system are CWELCC registered centres.

Total 2025 Child Care and Early Years Budget expenditures of \$41,449,700 are \$13,092,700 more than the 2024 total budget expenditure of \$28,357,000 which is due to the increased federal funding through CWELCC.

The breakdown of expenditures for the years 2021 through to the proposed 2025 Budget is depicted in Chart 5 – Child Care and Early Years Budget Expenditures (below).





The following are the funding components of the Child Care and Early Years Budget:

### *CWELCC*

CWELCC funding, which is 100% federally funded, is provided to replace the revenue lost as a result of Child Care Operators reducing their fees for providing care to children under the age of six years. For 2025, the funding framework reflects a fee set at \$22/ day. CWELCC funding for 2025 is \$28,270,200 being a \$17,776,700 (169.4%) increase on the \$10,493,500 for 2024 to reflect continued implementation of the CWELCC program.

### *Local Priorities*

As part of the new child care funding framework, funding includes an allocation for Local Priorities, which will support the following:

- General operating grants (for ages 6 – 12 years);
- Wage Enhancement grant (for ages 6 – 12 years);
- Workforce strategy – Professional Learning (for ages 0 – 12 years);
- Fee subsidy (for ages 0 – 12 years);
- Special Needs Resourcing (for ages 0 – 12 years);
- Capacity Building (for ages 0 – 12 years); and
- Claims-based funding, e.g. Small Water Works (for ages 0 – 12 years).

The intention is to provide enhanced flexibility relative to local priorities, within provincial funding guidelines. The total allocation for 2025 is \$7,506,550.

Although the total funding allocation has been identified by the province, the specific guidelines had yet to be released at the time of writing; Administration has provided the budget consistent with 2024; Updates required as a result of the release of the provincial guidelines will be provided to the Board through the quarterly financial variance report process.

### *EarlyON*

TBDSSAB provides EarlyON funding to Centres to offer high quality, drop-in programs for families and children, from birth to six years old at no cost to parents. The proposed EarlyON Budget of \$3,886,600 at a level consistent with the 2024 approved budget. This Program is 100% Provincially funded.

Given the change in the funding framework, and to maximize the investment in child care program delivery, the proposed 2025 Levy attributable to Child Care and Early Years is \$1,372,900, an increase of \$89,000 (6.9%) from the 2024 level of \$1,283,900.

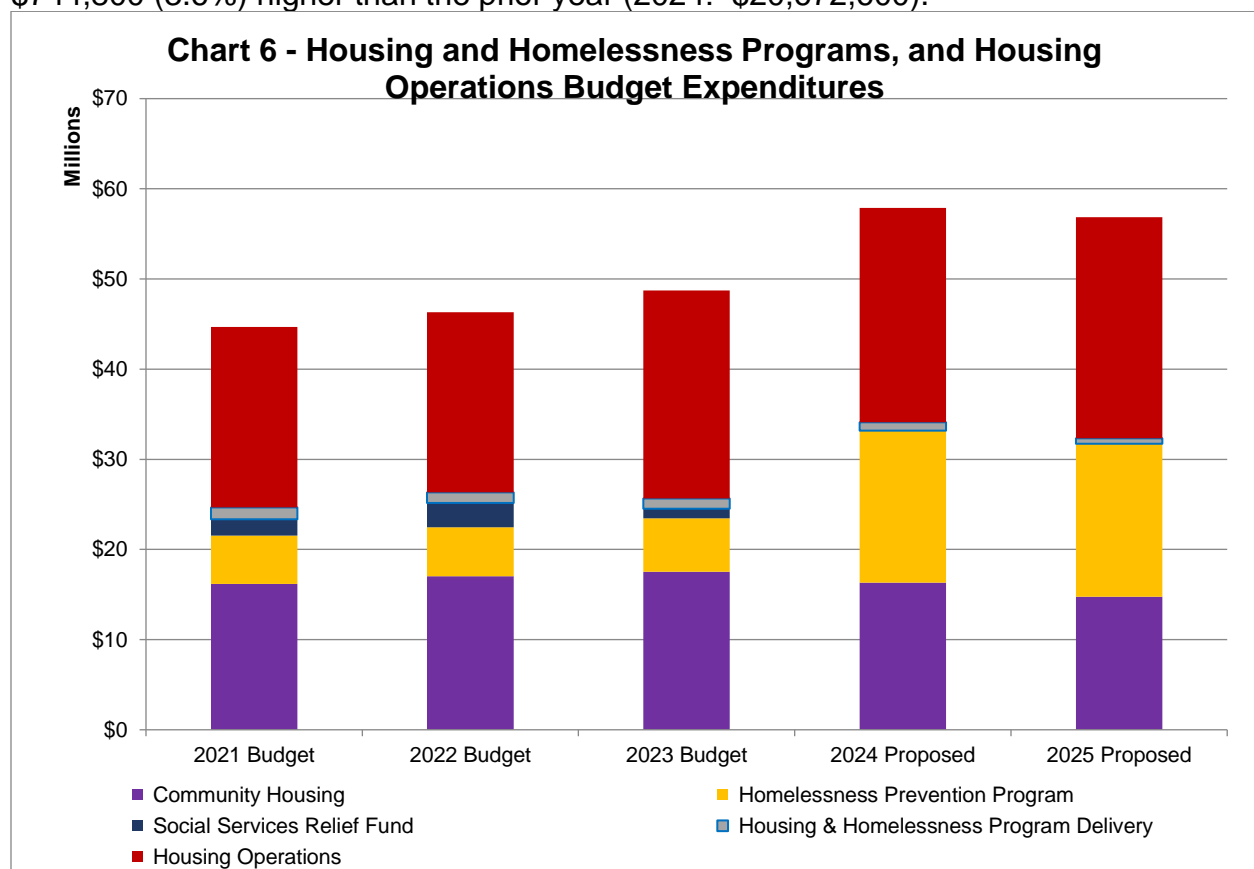
### Child Care Program Delivery

Effective January 1, 2025, the Province announced the total Administration allocation for 2025 at \$709,771, moving from the previous calculated benchmark of 5% of the total Provincial allocation. Total 2025 Budget expenditures for Child Care Program Delivery are \$803,400 which are \$173,700 (27.6%) higher than the 2024 approved budget (\$629,700). To maximize the provincial investment in child care programming, the budget includes a proportionate increase in the municipal levy related to Child Care and Early Years.

### Housing and Homelessness Programs and Housing Operations

The housing area within TBDSSAB comprises two components: Housing and Homelessness Program, and Housing Operations.

The total combined proposed 2025 Housing and Homelessness Prevention and Housing Operations Budget of \$56,868,900 is \$999,800 lower than the 2024 approved budget of \$57,868,700. The breakdown of expenses for the years 2021 through to the proposed 2025 budget is provided in Chart 6 – Housing and Homelessness Program and Housing Operations Budget Expenditures (below). The proposed 2024 Levy of \$21,417,400, is \$744,800 (3.6%) higher than the prior year (2024: \$20,672,600).



The following are components of the Housing and Homelessness Program proposed Budget:

## *Community Housing*

### Provincial Reformed (100% RGI, Market Component, and Former Provincial Reformed)

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. Estimated RGI revenue also factors into the calculation, as do mortgage payments and property taxes, which are finalized with providers based on actual expenses.

In 2024, upon mortgage expiry, two housing provider operating agreements ended. In 2025 another one will end. Administration has developed new Agreements to replace the operating agreements, as well as a new funding model to support housing providers to remain in the community housing portfolio. The 2025 Budget includes \$541,100 (2024: \$388,700) which will provide rent subsidy to the six non-profit housing providers with expired mortgages.

After removing the six former Provincial Reformed housing providers, and applying the MMAH indices to the remaining providers, the 2025 subsidy to Provincial Reformed housing providers will be \$4,887,800 (2024: \$5,146,700) which is \$258,900 less than the 2024 approved Budget. There is a corresponding decrease (\$714,000) in the Federal “block” funding as a result of operating agreement expiries.

### Urban Native Housing Program

For 2025, there is a decrease of \$238,900 in subsidy to these housing providers to \$808,800 (2024: \$1,047,700). Under the Canada-Ontario Community Housing Initiative (COCHI) Program, one of the priorities is to ensure continued funding of Urban Native housing units through rent supplement agreements (COCHI is described below).

### Rent Supplement

The total proposed 2025 Rent Supplement Budget (Private Landlord and Non-Profit) of \$3,079,100 (2024: \$3,290,200) is \$211,100 lower than the 2024 approved budget. The proposed 2025 Budget reflects a strategy to maintain the average units expected for 2025. The budget allows for an average of 402 rent supplement units per month (2024: 432).

### Portable Housing Benefit

Unlike rent supplements which are tied to an agreement with the landlord, the Portable Housing Benefit (PHB) is a financial benefit provided to the applicant to help pay rent. Applicants continue to receive the PHB even if they move.

TBDSSAB continues to expand the utilization of the PHB, where appropriate. For 2025, the PHB budget expenditures of \$1,271,200 are \$141,400 higher than the 2024 approved budget (\$1,129,800) and support the recommendations within Report No. 2024-40 –

Update on the Attainment of TBDSSAB's Service Level Standards, approved at the October 17, 2024, Board Meeting to secure 20 additional PHBs. This will bring the total to an average of 351 PHBs per month for 2025.

#### Investment in Affordable Housing (IAH)

The 100% Federally/Provincially funded IAH Program (IAH, IAH Extension, IAH Social Infrastructure Fund) wound down in 2023, and the remaining recipients have been moved to PHB where appropriate.

The Ontario Renovates Revolving Loan Fund is being included to support Ontario Renovates programming in 2025. The financing of this program is allocated from TBDSSAB's Deferred Revenue balances, with no impact on the levy.

#### Ontario Priorities Housing Initiative (OPHI)

Administration continues to recommend using the full allocation for the repair and upgrading of existing community housing units. This would support both TBDSSAB-owned and non-profit community housing units, to ensure long term sustainability of current housing, to maximize the availability of community housing throughout the District. As OPHI is a 100% funded program, the allocation for 2025 of \$396,800 does not impact the levy.

#### Canada-Ontario Community Housing Initiative (COCHI)

As legacy Social Housing mortgages mature and operating agreements expire, there is a corresponding reduction in Federal block funding provided to Service Managers. Previously, this reduction was proportionately redirected to Service Managers through their COCHI allocations to stabilize the supply of community housing through repairs, renovations, and transitional operating support.

During 2024, the assumptions related to the level of COCH funding were changed, whereby there was no longer a direct proportional COCHI allocation relative to the reduction in Federal block funding. This change is a concern as it directly impacts future planning for repairs, renovations, and transitional operating support.

In 2025, Administration will continue to use COCHI funds to support rent supplement agreements for former Urban Native Housing Program units (\$1,159,050) and continue to provide transitional operating funding. The remaining COCHI allocation (\$2,170,000) will be split between TBDSSAB direct-owned housing and non-profit housing providers, in the form of forgivable loans, to address capital needs. This initiative supports the sustainability of community housing by maintaining the supply of affordable housing units in the portfolio. If/when updated funding criteria are released, impacts will be provided to the Board through the quarterly financial variance report process.

*Homelessness Prevention Program*

In April 2022, the Province announced the Homelessness Prevention Program (HPP) which amalgamated the Community Homelessness Prevention Initiative, Home for Good, and Strong Communities Rent Supplement programs.

HPP funding is used to help prevent homelessness and to assist individuals in advancing along the housing continuum. In March 2023, TBDSSAB received an updated HPP planning allocation of \$16,549,000, for each of the next three fiscal years, an increase of \$10,981,600 over the previous years' allocation. The 2025 Budget, of \$16,883,800 includes \$8,115,000 allocated across Operating service categories (Community Outreach and Support, Emergency Shelter Solutions, Housing Assistance, Supportive Housing), and \$7,946,200 allocated to Capital (new facilities) consistent with the Board approved Investment Plan.

### *Housing and Homelessness Prevention Program Delivery*

The proposed 2025 Budget for Housing Program Administration totals \$579,600 (2024: \$949,600), and includes costs associated with supporting community housing providers, and administering housing programs including rent supplement and affordable housing.

### *Housing Operations*

The proposed 2025 Budget for Direct-Owned Housing Operations totals \$24,557,100 (2024: \$23,756,700), and includes costs associated with operating and maintaining the direct-owned housing properties, as well as providing supports to tenants within the housing portfolio.

Costs include certain elements over which TBDSSAB has limited control, including:

- \$5,889,800 (2024: \$5,697,100) for Municipal property taxes,
- \$4,568,300 (2024: \$4,500,828) in utility costs (natural gas, water and electricity),
- \$1,651,000 (2024: \$1,927,800) in debt servicing costs,
- \$1,055,800 (2024: \$1,047,500) for property insurance.

These costs continue to be the largest components of the Direct-Owned Housing Operations Budget.

The proposed 2025 Budget also includes amounts for:

- Repairs and Maintenance of \$3,535,500 (2024: \$2,301,900), which relates to the costs to repair to maintain the housing portfolio infrastructure.
- Operating Services Budget of \$2,742,700 (2024: \$2,100,000) which includes the costs for snow removal, janitorial services, building security, and regular servicing of mechanical, electrical, and life safety systems.

Expenses for the Direct-Owned Housing portfolio are offset by various rent revenues, including Rent-Geared-to-Income (RGI), paid by tenants of \$10,548,000, which is \$276,300 (2.7%) more than the 2024-approved budget.

To support the Housing Portfolio, the 1.0 FTE Paralegal (temporary), approved in the 2023 budget continues into 2025 but has been converted into a permanent position.

### Capital Budget

The Capital Budget, as presented, includes the proposed expenditures that are capital in nature and are to be financed from Reserve Funds and/ or other external financing. TBDSSAB was approved for funding from the Repair Stream from Canada Mortgage and Housing Corporation (CMHC) for certain eligible repair costs expended over the three year period beginning December, 2023. The amount to be earned each year is dependent on the actual expenditures over the eligible time frame. Funding earned from this Repair Stream will be used to reduce the funding required from the Housing Portfolio Capital Reserve Fund.

Capital expenditures of \$3,165,000, (2024: \$5,045,000) are planned through a review of the Direct-Owned Housing portfolio as well as the Headquarters Office building requirements in conjunction with the Building Condition Assessment (BCA) Reports.

The Capital Budget includes 69 projects, which are identified through four main categories:

Project Category	# of Projects	Budget (\$)
Demand Projects that require annual allocations to maintain infrastructure and contribute to the long-term sustainability of services to the tenants / clients, and were not previously identified within the Building Condition Assessments	7	430,000
Planned Projects that require regular cyclical replacement	33	1,357,000
Planned - Green Planned Projects that impact the environment in a positive manner	9	421,000
Planned – Risk Management Planned projects that related directly to risk mitigation.	20	707,000
Insurance Deductibles		250,000
Total	69	\$3,165,000

A listing of all planned projects is outlined in Attachment #3.

Confidential Attachment #4 provides the budgeted amounts for these planned projects.

### Reserve Funds

In accordance with Board Report No. 2024-42 – 2024 Reserve and Reserve Fund Strategy Update, the proposed 2025 Budget includes strategic uses of various Reserve Funds, as follows:

#### *Operating Budget*

- Community Housing Reserve Fund: finance up to \$60,000 being made of \$10,000 for consultant costs related to End-of-Operating discussions with Non-Profit Housing Providers and \$50,000 for consultant costs related to the 10-year Homelessness Strategy.
- Employment Compensation and Benefits: finance up to \$90,000 for employment related expenses.
- Housing Portfolio Capital Reserve Fund:
  - contribute \$3,179,200, net \$1,464,200, for the Direct-Owned Housing portfolio; and
  - finance up to \$1,715,000 for expenditures of a capital nature related to tenant move-outs, accessibility modification, and extensive repairs where an insurance claim is not appropriate.
- Levy Stabilization Reserve Fund: finance up to \$30,000 for consulting services to finalize the development of the beautification, security, and environmental design study.
- Office Building Reserve Fund: contribute \$217,500 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

#### *Capital Budget*

- Housing Portfolio Capital Reserve Fund: finance up to \$3,010,000 to fund the 2025 Capital Expenditure Budget relative to housing portfolio assets.
- Office Building Reserve Fund: finance up to \$155,000 to fund the capital expenditures for the Headquarters Office building.

### **STRATEGIC PLAN IMPACT**

This Report relates to the Board's strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

### **FINANCIAL IMPLICATIONS**

The overall proposed 2025 TBDSSAB Budget, as presented, would result in a total Operating Budget of \$132,730,800, and includes a Municipal and TWOMO Levy of

\$26,831,100, which represents an increase of \$1,598,100, or 6.3%, relative to the 2024 approved levy.

The proposed 2024 Capital Budget expenditures total \$3,165,000, to be financed from the Housing Portfolio Capital Reserve Fund, the Office Building Reserve Fund, and other earned external funding.



## CONCLUSION

It is concluded that the proposed 2025 TBDSSAB Operating Budget, which totals \$132,730,800, provides for all core programs, 169.76 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of \$26,831,100.

It is also concluded that the proposed 2025 Capital Budget, as presented, would result in total expenditures of \$3,165,000 for various direct-owned housing properties.

## REFERENCE MATERIALS

- Attachment #1      [2025 Proposed Operating Budget Summary](#)
- #2      [Key Performance Indicators - Summary](#)
- #3      [Proposed 2025 Capital Budget Project Summary](#)
- #4      [Confidential Proposed 2025 Capital Budget Project Financial Summary \(Presented in Closed Session only\)](#)

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SUBMITTED BY:	Ken Ranta, Chief Executive Officer





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

**2025 Proposed Operating Budget**

**Presented November 21, 2024**

DRAFT

## The District of Thunder Bay Social Services Administration Board

### Operating Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Social Assistance	34,584,200	34,707,400	34,748,900	41,500	0.1%
Child Care and Early Years	27,876,200	28,357,000	41,449,700	13,092,700	46.2%
Community Housing and Homelessness Prevention Programs	48,729,400	57,868,700	56,868,900	(999,800)	-1.7%
Other Recoveries	(379,400)	(186,000)	(336,700)	(150,700)	81.0%
<b>Total Expenditures</b>	<b>110,810,400</b>	<b>120,747,100</b>	<b>132,730,800</b>	<b>11,983,700</b>	<b>9.9%</b>
<b>Financing</b>					
<b>Grants</b>					
Provincial Grants	54,032,800	64,001,700	58,254,100	(5,747,600)	-9.0%
Federal Grants	22,570,300	21,343,800	36,739,100	15,395,300	72.1%
<b>Revenue</b>					
Rents	11,410,200	11,535,500	11,762,600	227,100	2.0%
Other Revenue	377,300	357,800	245,600	(112,200)	-31.4%
Income Earned on Unrestricted Funds	300,000	400,000	400,000	-	0.0%
Income Earned on Reserve Funds	722,600	750,000	750,000	-	0.0%
<b>Levy to Municipalities and TWOMO</b>	24,330,600	25,233,000	26,831,100	1,598,100	6.3%
<b>Reserve Funds</b>					
From (to) Community Housing Reserve Fund	10,000	10,000	60,000	50,000	500.0%
From (to) Housing Portfolio Capital Reserve Fund	(2,414,400)	(2,406,900)	(1,464,200)	942,700	-39.2%
From (to) Levy Stabilization Reserve Fund	396,600	429,300	30,000	(399,300)	-93.0%
From (to) Office Building Reserve Fund	(203,000)	(207,100)	(217,500)	(10,400)	5.0%
From (to) Early Years Reserve Fund		50,000	-	(50,000)	-100.0%
From (to) Employment Compensation and Benefits Reserve Fund			90,000	90,000	n/a
From (to) Reserve Funds	(722,600)	(750,000)	(750,000)	-	0.0%
<b>Total Financing</b>	<b>110,810,400</b>	<b>120,747,100</b>	<b>132,730,800</b>	<b>11,983,700</b>	<b>9.9%</b>

## The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program

	Board			Office of Chief Executive Officer		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
<b>Financing</b>						
Levy to municipalities and TWOMO	-	-	-	-	-	-
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
From (to) reserve funds	28,400	-	-	-	22,500	90,000
Imputed rent adjustment	-	-	-	-	-	-
<b>Total Financing</b>	28,400	-	-	-	22,500	90,000
<b>Expenditures</b>						
Personnel services	55,900	54,400	54,400	1,041,400	1,083,300	1,085,300
Interest on long-term debt	-	-	-	-	-	-
Materials	56,700	60,500	67,700	157,800	154,400	157,200
Contracted services	30,000	-	2,500	75,300	90,300	72,300
Rents and financial expenses	-	-	-	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-
Allocation of internal admin	(114,200)	(114,900)	(124,600)	(1,274,500)	(1,305,500)	(1,224,800)
Imputed rent recovery	-	-	-	-	-	-
<b>Total Expenditures</b>	28,400	-	-	-	22,500	90,000
<b>Excess (Deficiency) of Revenues Over Expenses</b>	-	-	-	-	-	-

## The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program

	Corporate Services			Integrated Social Services Program Support		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
<b>Financing</b>						
Levy to municipalities and TWOMO	(300,000)	(400,000)	<b>(400,000)</b>	-	-	-
Income on unrestricted funds	300,000	400,000	<b>400,000</b>	-	-	-
Income on restricted funds	722,600	750,000	<b>750,000</b>	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	3,500	3,500	<b>3,500</b>	35,000	-	-
From (to) reserve funds	(925,600)	(757,100)	<b>(937,500)</b>	-	-	-
Imputed rent adjustment	(243,300)	(204,900)	<b>(242,700)</b>	-	-	-
<b>Total Financing</b>	<b>(442,800)</b>	<b>(208,500)</b>	<b>(426,700)</b>	35,000	-	-
<b>Expenditures</b>						
Personnel services	2,790,000	2,718,100	<b>2,875,600</b>	2,244,200	2,413,500	<b>2,605,500</b>
Interest on long-term debt	81,600	73,900	<b>65,000</b>	-	-	-
Materials	1,718,700	1,990,600	<b>1,990,200</b>	53,400	64,500	<b>62,200</b>
Contracted services	56,700	151,800	<b>83,800</b>	-	-	-
Rents and financial expenses	13,500	13,500	<b>13,500</b>	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	306,000	315,000	<b>326,000</b>	-	-	-
Program administration recovery	20,400	19,800	<b>21,700</b>	(301,000)	(476,100)	<b>(497,700)</b>
Allocation of internal admin	(4,021,900)	(4,083,400)	<b>(4,324,000)</b>	(1,961,600)	(2,001,900)	<b>(2,170,000)</b>
Imputed rent recovery	(1,407,800)	(1,407,800)	<b>(1,478,500)</b>	-	-	-
<b>Total Expenditures</b>	<b>(442,800)</b>	<b>(208,500)</b>	<b>(426,700)</b>	35,000	-	-
<b>Excess (deficiency) of Revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program

	Social Assistance			Child Care and Early Years Programs		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
<b>Financing</b>						
Levy to municipalities and TWOMO	3,667,600	3,676,500	<b>4,440,800</b>	1,271,600	1,283,900	<b>1,372,900</b>
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	30,748,700	30,889,500	<b>30,121,100</b>	15,503,100	15,517,300	<b>10,796,100</b>
Federal grants	-	-	-	11,089,400	11,495,600	<b>29,268,600</b>
Other revenue	-	-	-	-	-	-
From (to) reserve funds	-	-	-	-	50,000	-
Imputed rent adjustment	167,900	141,400	<b>187,000</b>	12,100	10,200	<b>12,100</b>
<b>Total Financing</b>	<b>34,584,200</b>	<b>34,707,400</b>	<b>34,748,900</b>	<b>27,876,200</b>	<b>28,357,000</b>	<b>41,449,700</b>
<b>Expenditures</b>						
Personnel services	4,077,900	3,977,000	<b>3,911,400</b>	457,600	442,300	<b>465,000</b>
Interest on long-term debt	-	-	-	-	-	-
Materials	523,900	484,600	<b>366,200</b>	42,500	50,800	<b>56,000</b>
Contracted services	5,000	5,000	<b>5,000</b>	1,000	4,700	<b>4,700</b>
Rents and financial expenses	107,400	107,200	<b>107,200</b>	-	-	-
External transfers	24,929,100	25,205,000	<b>24,067,500</b>	26,583,400	27,059,300	<b>39,978,300</b>
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	237,000	156,200	<b>73,300</b>	-	-	-
Allocation of internal admin	3,732,500	3,801,000	<b>5,079,900</b>	721,300	729,500	<b>871,800</b>
Imputed rent recovery	971,400	971,400	<b>1,138,400</b>	70,400	70,400	<b>73,900</b>
<b>Total Expenditures</b>	<b>34,584,200</b>	<b>34,707,400</b>	<b>34,748,900</b>	<b>27,876,200</b>	<b>28,357,000</b>	<b>41,449,700</b>
<b>Excess (deficiency) of Revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program

	Community Housing and Homelessness Programs			Total		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
<b>Financing</b>						
Levy to municipalities and TWOMO	19,691,400	20,672,600	<b>21,417,400</b>	24,330,600	25,233,000	<b>26,831,100</b>
Income on unrestricted funds	-	-	-	300,000	400,000	<b>400,000</b>
Income on restricted funds	-	-	-	722,600	750,000	<b>750,000</b>
Rents	11,410,200	11,535,500	<b>11,762,600</b>	11,410,200	11,535,500	<b>11,762,600</b>
Provincial grants	7,781,000	17,594,900	<b>17,336,900</b>	54,032,800	64,001,700	<b>58,254,100</b>
Federal grants	11,480,900	9,848,200	<b>7,470,500</b>	22,570,300	21,343,800	<b>36,739,100</b>
Other revenue	338,800	354,300	<b>242,100</b>	377,300	357,800	<b>245,600</b>
From (to) reserve funds	(2,036,200)	(2,190,100)	<b>(1,404,200)</b>	(2,933,400)	(2,874,700)	<b>(2,251,700)</b>
Imputed rent adjustment	63,300	53,300	<b>43,600</b>	-	-	-
<b>Total Financing</b>	<b>48,729,400</b>	<b>57,868,700</b>	<b>56,868,900</b>	110,810,400	120,747,100	<b>132,730,800</b>
<b>Expenditures</b>						
Personnel services	4,200,700	4,521,400	<b>5,001,700</b>	14,867,700	15,210,000	<b>15,998,900</b>
Interest on long-term debt	145,100	100,000	<b>59,500</b>	226,700	173,900	<b>124,500</b>
Materials	18,914,700	19,945,300	<b>21,631,300</b>	21,467,700	22,750,700	<b>24,330,800</b>
Contracted services	30,000	20,000	<b>70,000</b>	198,000	271,800	<b>238,300</b>
Rents and financial expenses	9,600	9,600	<b>9,600</b>	130,500	130,300	<b>130,300</b>
External transfers	20,055,400	27,803,300	<b>25,944,700</b>	71,567,900	80,067,600	<b>89,990,500</b>
Repayment of long-term debt	2,045,900	1,827,800	<b>1,591,500</b>	2,351,900	2,142,800	<b>1,917,500</b>
Program administration recovery	43,600	300,100	<b>402,700</b>	-	-	-
Allocation of internal admin	2,918,400	2,975,200	<b>1,891,700</b>	-	-	-
Imputed rent recovery	366,000	366,000	<b>266,200</b>	-	-	-
<b>Total Expenditures</b>	<b>48,729,400</b>	<b>57,868,700</b>	<b>56,868,900</b>	110,810,400	120,747,100	<b>132,730,800</b>
<b>Excess (deficiency) of Revenues over expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



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

**2025 Board Budget Summary**

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## The District of Thunder Bay Social Services Administration Board Board Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	55,900	54,400	54,400	-	-	<b>54,400</b>	-	0.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	56,700	60,500	67,700	-	-	<b>67,700</b>	7,200	11.9%
Contracted services	30,000	-	2,500	-	-	<b>2,500</b>	2,500	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>142,600</b>	<b>114,900</b>	<b>124,600</b>	-	-	<b>124,600</b>	<b>9,700</b>	<b>8.4%</b>
<b>Financing</b>								
Other revenue								
From levy stabilization reserve fund	(28,400)	-	-	-	-	-	-	n/a
<b>Allocation</b>								
Direct-owned community housing building operations	(22,800)	(23,000)	(6,200)	-	-	<b>(6,200)</b>	16,800	-73.0%
Ontario Works	(45,800)	(45,900)	(81,100)	-	-	<b>(81,100)</b>	(35,200)	76.7%
Child care and Early Years	(22,800)	(23,000)	(17,400)	-	-	<b>(17,400)</b>	5,600	-24.3%
Housing Programs	(22,800)	(23,000)	(19,900)	-	-	<b>(19,900)</b>	3,100	-13.5%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>



**The District of Thunder Bay Social Services Administration Board  
Cost Centre Summary**

**Division:** Board  
**Cost Center:** 11010 - Board

Account Description	2023	2024	2025				% Change
	Budget	Budget	Base	Reductions	Expansions	Budget	
<b>Expenditures</b>							
511200 Honorariums	53,400	51,900	51,900	-	-	<b>51,900</b>	0.0%
512150 Payroll remittances	2,500	2,500	2,500	-	-	<b>2,500</b>	0.0%
531125 Diversity Equity and Inclusion	-	500	500	-	-	<b>500</b>	0.0%
531150 Training	2,500	2,500	2,500	-	-	<b>2,500</b>	0.0%
531200 Mileage	12,200	11,100	13,000	-	-	<b>13,000</b>	17.1%
531220 Travel (Board)	2,700	5,600	4,100	-	-	<b>4,100</b>	-26.8%
531220 Travel (conference)	2,100	4,800	5,600	-	-	<b>5,600</b>	16.7%
531230 Registration fees	1,000	1,900	2,200	-	-	<b>2,200</b>	15.8%
531240 Paid meals	1,300	1,900	2,000	-	-	<b>2,000</b>	5.3%
531250 Meeting expense	9,000	5,400	5,400	-	-	<b>5,400</b>	0.0%
531550 Corporate memberships	9,800	10,600	11,100	-	-	<b>11,100</b>	4.7%
532320 Insurance - public liability	16,100	16,200	21,300	-	-	<b>21,300</b>	31.5%
541120 Consultant fees	25,000	-	-	-	-	-	n/a
541130 Legal fees	5,000	-	2,500	-	-	<b>2,500</b>	n/a
<b>Total Expenditures</b>	<b>142,600</b>	<b>114,900</b>	<b>124,600</b>	-	-	<b>124,600</b>	<b>8.4%</b>
<b>Financing</b>							
Transfer from Levy Stabilization Reserve Fund	(28,400)	-	-	-	-	-	n/a
<b>Allocation</b>							
481210 Direct-owned community housing building operations	(22,800)	(23,000)	(6,200)	-	-	<b>(6,200)</b>	-73.0%
481210 Ontario Works	(45,800)	(45,900)	(81,100)	-	-	<b>(81,100)</b>	76.7%
481210 Child care and Early Years	(22,800)	(23,000)	(17,400)	-	-	<b>(17,400)</b>	-24.3%
481210 Housing Programs	(22,800)	(23,000)	(19,900)	-	-	<b>(19,900)</b>	-13.5%
<b>Total Allocation</b>	<b>(114,200)</b>	<b>(114,900)</b>	<b>(124,600)</b>	-	-	<b>(124,600)</b>	<b>8.4%</b>
<b>Unallocated</b>	-	-	-	-	-	-	n/a



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

**2025 Office of the Chief Executive Officer  
Budget Summary**

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**The District of Thunder Bay Social Services Administration Board**  
**Office of the Chief Executive Officer Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	1,041,400	1,083,300	1,085,300	-	-	<b>1,085,300</b>	2,000	0.2%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	157,800	154,400	157,200	-	-	<b>157,200</b>	2,800	1.8%
Contracted services	75,300	90,300	72,300	-	-	<b>72,300</b>	(18,000)	-19.9%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,274,500</b>	<b>1,328,000</b>	<b>1,314,800</b>	-	-	<b>1,314,800</b>	<b>(13,200)</b>	<b>-1.0%</b>
<b>Financing:</b>								
Levy Stabilization reserve fund		(22,500)	-			-	22,500	-100.0%
Employment Compensation and Benefits reserve fund		-	(90,000)			<b>(90,000)</b>	(90,000)	n/a
<b>Allocation</b>								
Direct-owned community housing building operations	(300,500)	(295,700)	(154,900)	-	-	<b>(154,900)</b>	140,800	-47.6%
Ontario Works	(621,600)	(637,200)	(827,400)	-	-	<b>(827,400)</b>	(190,200)	29.8%
Child care and Early Years	(143,100)	(146,100)	(109,000)	-	-	<b>(109,000)</b>	37,100	-25.4%
Housing Programs	(209,300)	(226,500)	(133,500)	-	-	<b>(133,500)</b>	93,000	-41.1%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>

**The District of Thunder Bay Social Services Administration Board**  
**Office of the Chief Executive Officer Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	525,100	541,000	637,900	-	-	<b>637,900</b>	96,900	17.9%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	50,600	46,200	52,300	-	-	<b>52,300</b>	6,100	13.2%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>575,700</b>	<b>587,200</b>	<b>690,200</b>	-	-	<b>690,200</b>	<b>103,000</b>	<b>17.5%</b>
<b>Financing:</b>								
Levy Stabilization reserve fund	-	-	(90,000)	-	-	<b>(90,000)</b>	(90,000)	n/a
<b>Allocation</b>								
Direct-owned community housing building operations	(69,900)	(58,700)	(30,000)	-	-	<b>(30,000)</b>	28,700	-48.9%
Ontario Works	(230,300)	(234,900)	(390,200)	-	-	<b>(390,200)</b>	(155,300)	66.1%
Child care and Early Years	(115,100)	(117,400)	(84,000)	-	-	<b>(84,000)</b>	33,400	-28.4%
Housing Programs	(160,400)	(176,200)	(96,000)	-	-	<b>(96,000)</b>	80,200	-45.5%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>

**The District of Thunder Bay Social Services Administration Board**  
**Human Resources Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	516,300	542,300	447,400	-	-	<b>447,400</b>	(94,900)	-17.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	107,200	108,200	104,900	-	-	<b>104,900</b>	(3,300)	-3.0%
Contracted services	75,300	90,300	72,300	-	-	<b>72,300</b>	(18,000)	-19.9%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>698,800</b>	<b>740,800</b>	<b>624,600</b>	-	-	<b>624,600</b>	<b>(116,200)</b>	<b>-15.7%</b>
<b>Financing:</b>								
Levy Stabilization reserve fund	-	(22,500)	-	-	-	-	22,500	-100.0%
<b>Allocation</b>								
Direct-owned community housing building operations	(230,600)	(237,000)	(124,900)	-	-	<b>(124,900)</b>	112,100	-47.3%
Ontario Works	(391,300)	(402,300)	(437,200)	-	-	<b>(437,200)</b>	(34,900)	8.7%
Child care and Early Years	(28,000)	(28,700)	(25,000)	-	-	<b>(25,000)</b>	3,700	-12.9%
Housing Programs	(48,900)	(50,300)	(37,500)	-	-	<b>(37,500)</b>	12,800	-25.4%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>



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

**2025 Corporate Services Division  
Budget Summary**

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**The District of Thunder Bay Social Services Administration Board  
Corporate Services Division Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	2,790,000	2,718,100	2,850,800	(56,100)	80,900	<b>2,875,600</b>	157,500	5.8%
Interest on long-term debt	81,600	73,900	65,000	-	-	<b>65,000</b>	(8,900)	-12.0%
Materials	1,718,700	1,990,600	1,984,000	-	6,200	<b>1,990,200</b>	(400)	0.0%
Contracted services	56,700	151,800	83,800	-	-	<b>83,800</b>	(68,000)	-44.8%
Rents and financial expenses	13,500	13,500	13,500	-	-	<b>13,500</b>	-	0.0%
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	306,000	315,000	326,000	-	-	<b>326,000</b>	11,000	3.5%
Internal administrative expense	63,400	61,100	65,900	-	-	<b>65,900</b>	4,800	7.9%
<b>Total Expenditures</b>	<b>5,029,900</b>	<b>5,324,000</b>	<b>5,389,000</b>	<b>(56,100)</b>	<b>87,100</b>	<b>5,420,000</b>	<b>96,000</b>	<b>1.8%</b>
<b>Recoveries</b>								
From building overhead	(43,000)	(41,300)	(44,200)	-	-	<b>(44,200)</b>	(2,900)	7.0%
From Child Care	-	-	(95,200)	-	-	<b>(95,200)</b>	(95,200)	n/a
<b>Revenue</b>								
Other revenue	(3,500)	(3,500)	(3,500)	-	-	<b>(3,500)</b>	-	0.0%
Income earned on unrestricted funds	(300,000)	(400,000)	(400,000)	-	-	<b>(400,000)</b>	-	0.0%
Income earned on restricted funds	(722,600)	(750,000)	(750,000)	-	-	<b>(750,000)</b>	-	0.0%
<b>Financing</b>								
From Levy Stabilization		(200,000)	(30,000)			<b>(30,000)</b>	170,000	-85.0%
To office building reserve fund	203,000	207,100	217,500	-	-	<b>217,500</b>	10,400	5.0%
To reserve funds	722,600	750,000	750,000	-	-	<b>750,000</b>	-	0.0%
<b>Allocation</b>								
Direct-owned community housing building operations	(1,729,700)	(1,757,000)	(1,025,800)	6,200	(34,800)	<b>(1,054,400)</b>	702,600	-40.0%
Ontario Works	(3,085,000)	(3,107,100)	(3,866,200)	44,900	(47,000)	<b>(3,868,300)</b>	(761,200)	24.5%
Child care and Early Years	(243,400)	(247,500)	(316,900)	2,200	(900)	<b>(315,600)</b>	(68,100)	27.5%
Housing Programs	(371,600)	(379,600)	(467,400)	2,800	(4,400)	<b>(469,000)</b>	(89,400)	23.6%
<b>Imputed Rent Adjustment</b>	<b>243,300</b>	<b>204,900</b>	<b>242,700</b>	<b>-</b>	<b>-</b>	<b>242,700</b>	<b>37,800</b>	<b>18.4%</b>
<b>Reduction to Levy</b>	<b>(300,000)</b>	<b>(400,000)</b>	<b>(400,000)</b>	<b>-</b>	<b>-</b>	<b>(400,000)</b>	<b>-</b>	<b>0.0%</b>

**The District of Thunder Bay Social Services Administration Board**  
**Director, Corporate Services Division Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	260,400	265,400	280,300	-	-	<b>280,300</b>	14,900	5.6%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	35,000	31,100	42,600	-	-	<b>42,600</b>	11,500	37.0%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>295,400</b>	<b>296,500</b>	<b>322,900</b>	-	-	<b>322,900</b>	<b>26,400</b>	<b>8.9%</b>
<b>Recoveries</b>								
From building overhead	(18,200)	(18,500)	(19,600)	-	-	<b>(19,600)</b>	(1,100)	5.9%
<b>Allocation</b>								
Direct-owned community housing building operations	(94,200)	(94,500)	(15,200)	-	-	<b>(15,200)</b>	79,300	-83.9%
Ontario Works	(116,400)	(116,700)	(197,100)	-	-	<b>(197,100)</b>	(80,400)	68.9%
Child care and Early Years	(33,300)	(33,400)	(45,500)	-	-	<b>(45,500)</b>	(12,100)	36.2%
Housing Programs	(33,300)	(33,400)	(45,500)	-	-	<b>(45,500)</b>	(12,100)	36.2%
<b>Unallocated</b>	-	-	-	-	-	-	-	n/a



**The District of Thunder Bay Social Services Administration Board**  
**Purchasing Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	270,500	282,900	289,700	-	-	<b>289,700</b>	6,800	2.4%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	36,000	33,500	33,500	-	-	<b>33,500</b>	-	0.0%
Contracted services	3,000	3,000	5,000	-	-	<b>5,000</b>	2,000	66.7%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>309,500</b>	<b>319,400</b>	<b>328,200</b>	-	-	<b>328,200</b>	<b>8,800</b>	<b>2.8%</b>
<b>Allocation</b>								
Direct-owned community housing building operations	(260,000)	(268,300)	(229,700)	-	-	<b>(229,700)</b>	38,600	-14.4%
Ontario Works	(43,300)	(44,700)	(68,900)	-	-	<b>(68,900)</b>	(24,200)	54.1%
Child care and Early Years	(3,100)	(3,200)	(3,300)	-	-	<b>(3,300)</b>	(100)	3.1%
Housing Programs	(3,100)	(3,200)	(26,300)	-	-	<b>(26,300)</b>	(23,100)	721.9%
<b>Unallocated</b>	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board**  
**Finance Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	1,285,300	1,204,700	1,259,000	-	-	<b>1,259,000</b>	54,300	4.5%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	17,400	17,500	18,500	-	-	<b>18,500</b>	1,000	5.7%
Contracted services	36,000	48,300	48,300	-	-	<b>48,300</b>	-	0.0%
Rents and financial expenses	13,500	13,500	13,500	-	-	<b>13,500</b>	-	0.0%
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,352,200</b>	<b>1,284,000</b>	<b>1,339,300</b>	-	-	<b>1,339,300</b>	<b>55,300</b>	<b>4.3%</b>
<b>Revenue</b>								
Other revenue	-	-	-	-	-	-	-	n/a
Child care recoveries			(95,200)	-	-	<b>(95,200)</b>	(95,200)	n/a
<b>Allocation</b>								
Direct-owned community housing building operations	(352,500)	(359,500)	(186,900)	-	-	<b>(186,900)</b>	172,600	-48.0%
Ontario Works	(775,500)	(695,700)	(828,800)	-	-	<b>(828,800)</b>	(133,100)	19.1%
Child care and Early Years	(85,400)	(87,200)	(103,800)	-	-	<b>(103,800)</b>	(16,600)	19.0%
Housing Programs	(138,800)	(141,600)	(124,600)	-	-	<b>(124,600)</b>	17,000	-12.0%
<b>Unallocated</b>	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board**  
**Information Services Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	533,300	551,900	557,200	(56,100)	-	<b>501,100</b>	(50,800)	-9.2%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	1,076,000	1,323,500	1,283,600	-	-	<b>1,283,600</b>	(39,900)	-3.0%
Contracted services	17,700	500	500	-	-	<b>500</b>	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,627,000</b>	<b>1,875,900</b>	<b>1,841,300</b>	<b>(56,100)</b>	-	<b>1,785,200</b>	<b>(90,700)</b>	<b>-4.8%</b>
<b>Revenue</b>								
Other revenue	-	-	-	-	-	-	-	n/a
Levy Stabilization reserve		(100,000)	-	-	-	-	100,000	-100.0%
<b>Allocation</b>								
Direct-owned community housing building operations	(325,400)	(355,200)	(202,500)	6,200	-	<b>(196,300)</b>	158,900	-44.7%
Ontario Works	(1,171,400)	(1,278,600)	(1,473,000)	44,900	-	<b>(1,428,100)</b>	(149,500)	11.7%
Child care and Early Years	(48,800)	(53,300)	(73,700)	2,200	-	<b>(71,500)</b>	(18,200)	34.1%
Housing Programs	(81,400)	(88,800)	(92,100)	2,800	-	<b>(89,300)</b>	(500)	0.6%
<b>Unallocated</b>	-	-	-	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board**  
**Infrastructure and Asset Management Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	440,500	413,200	464,600	-	-	<b>464,600</b>	51,400	12.4%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	40,300	35,700	40,900	-	-	<b>40,900</b>	5,200	14.6%
Contracted services	-	100,000	30,000	-	-	<b>30,000</b>	(70,000)	100.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>480,800</b>	<b>548,900</b>	<b>535,500</b>	-	-	<b>535,500</b>	<b>(13,400)</b>	<b>-2.4%</b>
<b>Recoveries</b>								
From building overhead	(24,800)	(22,800)	(24,600)	-	-	<b>(24,600)</b>	(1,800)	7.9%
Levy Stabilization reserve			(30,000)	-	-	<b>(30,000)</b>	(30,000)	100.0%
<b>Allocation</b>								
Direct-owned community housing building operations	(444,200)	(444,200)	(243,600)	-	-	<b>(243,600)</b>	200,600	-45.2%
Ontario Works	(7,000)	-	(160,000)	-	-	<b>(160,000)</b>	(160,000)	n/a
Child care and Early Years		-	(16,700)	-	-	<b>(16,700)</b>	(16,700)	n/a
Housing Programs	(2,400)	-	(60,600)	-	-	<b>(60,600)</b>	(60,600)	n/a
<b>Unallocated</b>	<b>2,400</b>	<b>81,900</b>	-	-	-	-	<b>(81,900)</b>	<b>-100.0%</b>

**The District of Thunder Bay Social Services Administration Board**  
**Office Headquarters Building Operations Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025				2024 to 2025	
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	-	-	-	-	-	-	-	n/a
Interest on long-term debt	81,600	73,900	65,000	-	-	<b>65,000</b>	(8,900)	-12.0%
Materials	514,000	549,300	564,900	-	-	<b>564,900</b>	15,600	2.8%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Repayment of long-term debt	306,000	315,000	326,000	-	-	<b>326,000</b>	11,000	3.5%
Internal administrative expense	63,400	61,100	65,900	-	-	<b>65,900</b>	4,800	7.9%
<b>Total Expenditures</b>	<b>965,000</b>	<b>999,300</b>	<b>1,021,800</b>	-	-	<b>1,021,800</b>	<b>22,500</b>	<b>2.3%</b>
<b>Revenue</b>								
Other revenue	(3,500)	(3,500)	(3,500)	-	-	<b>(3,500)</b>	-	0.0%
<b>Allocation</b>								
Direct-owned community housing building operations	(253,400)	(253,400)	(147,900)	-	-	<b>(147,900)</b>	105,500	-41.6%
Ontario Works	(971,400)	(971,400)	(1,138,400)	-	-	<b>(1,138,400)</b>	(167,000)	17.2%
Child care and Early Years	(70,400)	(70,400)	(73,900)	-	-	<b>(73,900)</b>	(3,500)	5.0%
Housing Programs	(112,600)	(112,600)	(118,300)	-	-	<b>(118,300)</b>	(5,700)	5.1%
<b>Financing</b>								
To office building reserve fund	203,000	207,100	217,500	-	-	<b>217,500</b>	10,400	5.0%
<b>Imputed Rent Adjustment</b>	<b>(243,300)</b>	<b>(204,900)</b>	<b>(242,700)</b>	-	-	<b>(242,700)</b>	<b>(37,800)</b>	<b>18.4%</b>



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

**2025 Integrated Social Services Division  
Budget Summary**

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**The District of Thunder Bay Social Services Administration Board  
Integrated Social Services Program Support Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	2,244,200	2,413,500	2,605,500	-	-	<b>2,605,500</b>	192,000	8.0%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	53,400	64,500	62,200	-	-	<b>62,200</b>	(2,300)	-3.6%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>2,297,600</b>	<b>2,478,000</b>	<b>2,667,700</b>	-	-	<b>2,667,700</b>	<b>189,700</b>	<b>7.7%</b>
<b>Recoveries</b>								
From homelessness programs	(301,000)	(476,100)	(497,700)	-	-	<b>(497,700)</b>	(21,600)	4.5%
<b>Revenues</b>								
Other revenue	(35,000)	-	-	-	-	-	-	n/a
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>1,961,600</b>	<b>2,001,900</b>	<b>2,170,000</b>	-	-	<b>2,170,000</b>	<b>168,100</b>	<b>8.4%</b>
<b>Allocation</b>								
Direct-owned community housing building operations	(167,400)	(170,000)	(141,100)	-	-	<b>(141,100)</b>	28,900	-17.0%
Ontario Works	(951,500)	(982,200)	(1,441,500)	-	-	<b>(1,441,500)</b>	(459,300)	46.8%
Child care and Early Years	(382,400)	(383,300)	(408,500)	-	-	<b>(408,500)</b>	(25,200)	6.6%
Housing Programs	(460,300)	(466,400)	(178,900)	-	-	<b>(178,900)</b>	287,500	-61.6%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>

**The District of Thunder Bay Social Services Administration Board**  
**Director, Integrated Social Services Division Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	626,600	685,900	685,300	-	-	<b>685,300</b>	(600)	-0.1%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	26,700	30,200	29,100	-	-	<b>29,100</b>	(1,100)	-3.6%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>653,300</b>	<b>716,100</b>	<b>714,400</b>	-	-	<b>714,400</b>	<b>(1,700)</b>	<b>-0.2%</b>
<b>Recoveries</b>								
From homelessness programs	-	(92,400)	(101,500)	-	-	<b>(101,500)</b>	(9,100)	9.8%
<b>Revenues</b>								
Other revenue	(35,000)	-	-	-	-	-	-	n/a
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>618,300</b>	<b>623,700</b>	<b>612,900</b>	-	-	<b>612,900</b>	<b>(10,800)</b>	<b>-1.7%</b>
<b>Allocation</b>								
Direct-owned community housing building operations	(73,500)	(74,600)	(32,300)	-	-	<b>(32,300)</b>	42,300	-56.7%
Ontario Works	(230,400)	(232,700)	(396,700)	-	-	<b>(396,700)</b>	(164,000)	70.5%
Child care and Early Years	(157,200)	(158,200)	(111,400)	-	-	<b>(111,400)</b>	46,800	-29.6%
Housing Programs	(157,200)	(158,200)	(72,500)	-	-	<b>(72,500)</b>	85,700	-54.2%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>



**The District of Thunder Bay Social Services Administration Board**  
**Intake and Eligibility Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	1,617,600	1,727,600	1,920,200	-	-	<b>1,920,200</b>	192,600	11.1%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials and services	26,700	34,300	33,100	-	-	<b>33,100</b>	(1,200)	-3.5%
Contracted services	-	-	-	-	-	-	-	n/a
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	-	-	-	n/a
Imputed rent recovery	-	-	-	-	-	-	-	n/a
<b>Total Expenditures</b>	<b>1,644,300</b>	<b>1,761,900</b>	<b>1,953,300</b>	-	-	<b>1,953,300</b>	<b>191,400</b>	<b>10.9%</b>
<b>Recoveries</b>								
From homelessness programs	(301,000)	(383,700)	(396,200)	-	-	<b>(396,200)</b>	(12,500)	3.3%
<b>Total Expenditures Less Revenues and Recoveries</b>	<b>1,343,300</b>	<b>1,378,200</b>	<b>1,557,100</b>	-	-	<b>1,557,100</b>	<b>178,900</b>	<b>13.0%</b>
<b>Allocation</b>								
Direct-owned community housing building operations	(93,900)	(95,400)	(108,800)	-	-	<b>(108,800)</b>	(13,400)	14.0%
Ontario Works	(721,100)	(749,500)	(1,044,800)	-	-	<b>(1,044,800)</b>	(295,300)	39.4%
Child care and Early Years	(225,200)	(225,100)	(297,100)	-	-	<b>(297,100)</b>	(72,000)	32.0%
Housing Programs	(303,100)	(308,200)	(106,400)	-	-	<b>(106,400)</b>	201,800	-65.5%
<b>Unallocated</b>	-	-	-	-	-	-	-	<b>n/a</b>

## The District of Thunder Bay Social Services Administration Board

### Social Assistance Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Ontario Works Financial Assistance	23,944,000	24,102,600	<b>23,546,200</b>	(556,400)	-2.3%
Ontario Works Program Delivery	10,640,200	10,604,800	<b>11,202,700</b>	597,900	5.6%
<b>Total Expenditures</b>	<b>34,584,200</b>	<b>34,707,400</b>	<b>34,748,900</b>	<b>41,500</b>	<b>0.1%</b>
<b>Grants</b>					
Provincial Grants - OW	(30,748,700)	(30,889,500)	<b>(30,121,100)</b>	768,400	-2.5%
<b>Financing</b>					
Imputed Rent Adjustment	(167,900)	(141,400)	<b>(187,000)</b>	(45,600)	32.2%
<b>Cost to be Levied</b>	<b>3,667,600</b>	<b>3,676,500</b>	<b>4,440,800</b>	<b>764,300</b>	<b>20.8%</b>

## The District of Thunder Bay Social Services Administration Board OW Financial Assistance Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Basic allowance	13,083,500	13,329,200	<b>12,885,500</b>	(443,700)	-3.3%
Shelter	11,019,400	11,323,400	<b>10,907,900</b>	(415,500)	-3.7%
Start-up benefits	158,800	129,400	<b>123,600</b>	(5,800)	-4.5%
Health-related benefits	381,100	355,900	<b>339,900</b>	(16,000)	-4.5%
Mandatory special necessities	285,800	258,800	<b>278,100</b>	19,300	7.5%
Special assistance	920,900	1,035,300	<b>927,000</b>	(108,300)	-10.5%
Transitional child benefit	127,000	97,100	<b>30,900</b>	(66,200)	-68.2%
<b>Total Expenditures</b>	<b>25,976,500</b>	<b>26,529,100</b>	<b>25,492,900</b>	<b>(1,036,200)</b>	<b>-3.9%</b>
<b>Client Revenue and Recovery</b>					
Income revenue	(1,048,000)	(776,500)	<b>(741,600)</b>	34,900	-4.5%
OW recovery	(603,400)	(873,500)	<b>(741,600)</b>	131,900	-15.1%
Repayments and reimbursements	(381,100)	(776,500)	<b>(463,500)</b>	313,000	-40.3%
<b>Total Client Revenue &amp; Recovery</b>	<b>(2,032,500)</b>	<b>(2,426,500)</b>	<b>(1,946,700)</b>	<b>479,800</b>	<b>-19.8%</b>
<b>Net Cost</b>	<b>23,944,000</b>	<b>24,102,600</b>	<b>23,546,200</b>	<b>(556,400)</b>	<b>-2.3%</b>
<b>Grants</b>					
Provincial grants - OW	(23,944,000)	(24,102,600)	(23,546,200)	556,400	-2.3%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

**The District of Thunder Bay Social Services Administration Board**  
**Ontario Works Program Delivery Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025				2024 to 2025	
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	4,077,900	3,977,000	4,240,300	(328,900)	-	<b>3,911,400</b>	(65,600)	-1.6%
Materials and services	523,900	484,600	366,200	-	-	<b>366,200</b>	(118,400)	-24.4%
Contracted services	5,000	5,000	5,000	-	-	<b>5,000</b>	-	0.0%
Rents and financial expenses	107,400	107,200	107,200	-	-	<b>107,200</b>	-	0.0%
External transfers	985,100	1,102,400	521,300	-	-	<b>521,300</b>	(581,100)	-52.7%
Internal administrative expense	4,012,300	4,088,200	5,283,100	(44,900)	47,000	<b>5,285,200</b>	1,197,000	29.3%
Imputed rent recovery	971,400	971,400	1,138,400	-	-	<b>1,138,400</b>	167,000	17.2%
<b>Total Expenditures</b>	<b>10,683,000</b>	<b>10,735,800</b>	<b>11,661,500</b>	<b>(373,800)</b>	<b>47,000</b>	<b>11,334,700</b>	<b>598,900</b>	<b>5.6%</b>
<b>Recoveries</b>								
From homelessness programs	(42,800)	(131,000)	(132,000)	-	-	<b>(132,000)</b>	(1,000)	0.8%
<b>Total Expenditures Less Recoveries</b>	<b>10,640,200</b>	<b>10,604,800</b>	<b>11,529,500</b>	<b>(373,800)</b>	<b>47,000</b>	<b>11,202,700</b>	<b>597,900</b>	<b>5.6%</b>
<b>Grants</b>								
Provincial grants - OW	(6,804,700)	(6,786,900)	(6,738,400)	187,000	(23,500)	<b>(6,574,900)</b>	212,000	-3.1%
<b>Financing</b>								
From Levy Stabilization Reserve Fund	-	-	-	-	-	-	-	n/a
Imputed rent adjustment	(167,900)	(141,400)	(187,000)	-	-	<b>(187,000)</b>	(45,600)	32.2%
<b>Cost to be Levied</b>	<b>3,667,600</b>	<b>3,676,500</b>	<b>4,604,100</b>	<b>(186,800)</b>	<b>23,500</b>	<b>4,440,800</b>	<b>764,300</b>	<b>20.8%</b>

## The District of Thunder Bay Social Services Administration Board

### Child Care and Early Years Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Child Care Programs	23,437,500	23,840,700	<b>36,759,700</b>	12,919,000	54.2%
EarlyON	3,837,300	3,886,600	<b>3,886,600</b>	-	0.0%
Child Care Program Delivery	601,400	629,700	<b>803,400</b>	173,700	27.6%
<b>Total Expenditures</b>	<b>27,876,200</b>	<b>28,357,000</b>	<b>41,449,700</b>	<b>13,092,700</b>	<b>46.2%</b>
<b>Grants</b>					
Provincial Grants - Child Care	(15,503,100)	(15,517,300)	<b>(10,796,100)</b>	4,721,200	-30.4%
Federal Grants - Child Care	(11,089,400)	(11,495,600)	<b>(29,268,600)</b>	(17,773,000)	154.6%
<b>Financing</b>					
Early Years reserve fund	-	(50,000)	-	50,000	-100.0%
Imputed Rent Adjustment	(12,100)	(10,200)	<b>(12,100)</b>	(1,900)	18.6%
<b>Cost to be Levied</b>	<b>1,271,600</b>	<b>1,283,900</b>	<b>1,372,900</b>	<b>89,000</b>	<b>6.9%</b>

## The District of Thunder Bay Social Services Administration Board Child Care Program Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Fee subsidy	2,000,000	2,000,000	<b>1,000,000</b>	(1,000,000)	-50.0%
Special needs resourcing	1,543,600	1,543,600	<b>1,698,000</b>	154,400	10.0%
General operating	8,028,600	7,977,200	<b>5,436,400</b>	(2,540,800)	-31.9%
Wage enhancement	1,225,200	1,225,200	-	(1,225,200)	-100.0%
Other	499,800	601,200	<b>355,100</b>	(246,100)	-40.9%
Workforce funding	696,300	-	-	-	n/a
Internal administrative expense (Workforce)	29,000	-	-	-	n/a
CWELCC	9,415,000.00	10,493,500	<b>28,270,200</b>	17,776,700	169.4%
<b>Total Expenditures</b>	<b>23,437,500</b>	<b>23,840,700</b>	<b>36,759,700</b>	<b>12,919,000</b>	<b>54.2%</b>
<b>Financing</b>					
From Early Years Reserve Fund	-	(50,000)	-	50,000	-100.0%
<b>Grants</b>					
Provincial grants - child care	(12,314,300)	(12,314,300)	<b>(7,506,600)</b>	4,807,700	-39.0%
Provincial grants - child care (mitigation)	-	-	-	-	n/a
Federal grants - child care	(10,140,300)	(10,493,500)	<b>(28,270,200)</b>	(17,776,700)	169.4%
<b>Total Financing</b>	<b>(22,454,600)</b>	<b>(22,807,800)</b>	<b>(35,776,800)</b>	<b>(12,919,000)</b>	<b>56.9%</b>
<b>Cost to be Levied</b>	<b>982,900</b>	<b>982,900</b>	<b>982,900</b>	<b>-</b>	<b>0.0%</b>

## The District of Thunder Bay Social Services Administration Board EarlyON Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Ontario early years centres	2,123,900	2,164,600	<b>2,164,600</b>	-	0.0%
Early child development planning	34,100	38,500	<b>38,500</b>	-	0.0%
Data analysis services	103,100	105,200	<b>105,200</b>	-	0.0%
Early Years Officer	103,100	105,200	<b>105,200</b>	-	0.0%
Mental Health	45,700	45,700	<b>45,700</b>	-	0.0%
Internal administrative expense	250,000	250,000	<b>250,000</b>	-	0.0%
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	<b>1,177,400</b>	-	0.0%
<b>Total Expenditures</b>	<b>3,837,300</b>	<b>3,886,600</b>	<b>3,886,600</b>	-	<b>0.0%</b>
<b>Grants</b>					
Provincial grants - child care (EarlyON)	(2,888,200)	(2,888,200)	<b>(2,888,200)</b>	-	0.0%
Federal grants - child care (EarlyON)	(949,100)	(998,400)	<b>(998,400)</b>	-	0.0%
<b>Total Financing</b>	<b>(3,837,300)</b>	<b>(3,886,600)</b>	<b>(3,886,600)</b>	-	<b>0.0%</b>
<b>Cost to be Levied</b>	-	-	-	-	n/a

**The District of Thunder Bay Social Services Administration Board  
Child Care Program Delivery Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	457,600	442,300	465,000	-	-	<b>465,000</b>	22,700	5.1%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	42,500	50,800	56,000	-	-	<b>56,000</b>	5,200	10.2%
Contracted services	1,000	4,700	4,700	-	-	<b>4,700</b>	-	0.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	-	-	-	-	-	-	-	n/a
Internal administrative expense	721,300	729,500	873,100	(2,200)	900	<b>871,800</b>	142,300	19.5%
Imputed rent recovery	70,400	70,400	73,900	-	-	<b>73,900</b>	3,500	5.0%
<b>Total Expenditures</b>	<b>1,292,800</b>	<b>1,297,700</b>	<b>1,472,700</b>	<b>(2,200)</b>	<b>900</b>	<b>1,471,400</b>	<b>173,700</b>	<b>13.4%</b>
<b>Recoveries</b>								
From EarlyON	(353,100)	(355,200)	(355,200)	-	-	<b>(355,200)</b>	-	0.0%
From EarlyON (Early Years Officer)	(103,100)	(105,200)	(105,200)	-	-	<b>(105,200)</b>	-	0.0%
From workforce funding	(29,000)	-	-	-	-	-	-	n/a
From capacity building (Child Care Program Officers)	(206,200)	(207,600)	(207,600)	-	-	<b>(207,600)</b>	-	0.0%
<b>Total Expenditures Less Recoveries</b>	<b>601,400</b>	<b>629,700</b>	<b>804,700</b>	<b>(2,200)</b>	<b>900</b>	<b>803,400</b>	<b>173,700</b>	<b>27.6%</b>
<b>Grants</b>								
Provincial grants - child care	(300,600)	(314,800)	(402,400)	1,100	-	<b>(401,300)</b>	(86,500)	27.5%
Federal grants - child care		(3,700)	-			-	3,700	-100.0%
<b>Financing</b>								
Imputed rent adjustment	(12,100)	(10,200)	(12,100)	-	-	<b>(12,100)</b>	(1,900)	18.6%
<b>Cost to be Levied</b>	<b>288,700</b>	<b>301,000</b>	<b>390,200</b>	<b>(1,100)</b>	<b>900</b>	<b>390,000</b>	<b>89,000</b>	<b>29.6%</b>



## The District of Thunder Bay Social Services Administration Board

### Housing and Homelessness Program and Housing Operations Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Community Housing	17,518,300	16,317,500	<b>14,743,700</b>	(1,573,800)	-9.6%
Homelessness Prevention	5,946,800	16,844,900	<b>16,988,500</b>	143,600	0.9%
Social Services Relief Fund	1,050,000	-	-	-	n/a
Housing Program Delivery	1,128,900	949,600	<b>579,600</b>	(370,000)	-39.0%
Housing Portfolio Property Management	23,085,400	23,756,700	<b>24,557,100</b>	800,400	3.4%
<b>Total Expenditures</b>	<b>48,729,400</b>	<b>57,868,700</b>	<b>56,868,900</b>	<b>(999,800)</b>	<b>-1.7%</b>
<b>Revenue</b>					
Rent revenue	(11,410,200)	(11,535,500)	<b>(11,762,600)</b>	(227,100)	2.0%
Other revenue	(338,800)	(354,300)	<b>(242,100)</b>	112,200	-31.7%
<b>Grants</b>					
Provincial Grants - Housing	(784,200)	(750,000)	<b>(348,400)</b>	401,600	-53.5%
Provincial Grants - Homelessness	(6,996,800)	(16,844,900)	<b>(16,988,500)</b>	(143,600)	0.9%
Federal Grants - Housing	(5,594,500)	(4,564,400)	<b>(3,807,300)</b>	757,100	-16.6%
Federal Block Funding	(5,886,400)	(5,283,800)	<b>(3,663,200)</b>	1,620,600	-30.7%
<b>Financing</b>					
From Community Housing Reserve Fund	(10,000)	(10,000)	<b>(60,000)</b>	(50,000)	500.0%
From Levy Stabilization Reserve Fund	(368,200)	(206,800)	-	206,800	-100.0%
To Housing Portfolio Capital Reserve Fund	2,414,400	2,406,900	<b>1,464,200</b>	(942,700)	-39.2%
Imputed Rent Adjustment	(63,300)	(53,300)	<b>(43,600)</b>	9,700	-18.2%
<b>Cost to be Levied</b>	<b>19,691,400</b>	<b>20,672,600</b>	<b>21,417,400</b>	<b>744,800</b>	<b>3.6%</b>

## The District of Thunder Bay Social Services Administration Board Housing Programs Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Provincial Reformed (with market component)	3,656,900	3,264,500	<b>2,887,000</b>	(377,500)	-11.6%
Provincial Reformed (100% RGI)	1,970,900	1,882,200	<b>2,000,800</b>	118,600	6.3%
Former Provincial Reformed (post mortgage expiry)	291,100	388,700	<b>541,100</b>	152,400	39.2%
Urban Native housing program	1,046,000	1,047,700	<b>808,800</b>	(238,900)	-22.8%
Private landlord rent supplement	2,385,800	2,482,500	<b>2,329,700</b>	(152,800)	-6.2%
Non-profit rent supplement	789,600	807,700	<b>749,400</b>	(58,300)	-7.2%
Portable Housing Benefit	1,022,300	1,129,800	<b>1,271,200</b>	141,400	12.5%
Investment in Affordable Housing	72,400	500,000	<b>300,000</b>	(200,000)	-40.0%
Ontario Priorities Housing Initiative	1,473,000	1,000,000	<b>396,800</b>	(603,200)	-60.3%
Canada-Ontario Community Housing Initiative	4,810,300	3,814,400	<b>3,458,900</b>	(355,500)	-9.3%
<b>Total Expenditures</b>	<b>17,518,300</b>	<b>16,317,500</b>	<b>14,743,700</b>	<b>(1,573,800)</b>	<b>-9.6%</b>
<b>Grants</b>					
Provincial grants - housing	(772,700)	(750,000)	<b>(348,400)</b>	401,600	-53.5%
Federal grants - housing	(5,583,000)	(4,564,400)	<b>(3,807,300)</b>	757,100	-16.6%
Federal block funding	(3,368,100)	(3,087,800)	<b>(2,373,800)</b>	714,000	-23.1%
<b>Financing</b>					
From Levy Stabilization Reserve Fund	(300,000)	(50,000)	-	50,000	-100.0%
<b>Total Financing</b>	<b>(10,023,800)</b>	<b>(8,452,200)</b>	<b>(6,529,500)</b>	<b>1,922,700</b>	<b>-22.7%</b>
<b>Cost to be Levied</b>	<b>7,494,500</b>	<b>7,865,300</b>	<b>8,214,200</b>	<b>348,900</b>	<b>4.4%</b>

**The District of Thunder Bay Social Services Administration Board  
Provincial Reformed (With Market Component) Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
Indexed operating costs	1,768,379	1,579,153	<b>1,578,765</b>	(388)	0.0%
Utilities	865,780	734,505	<b>726,135</b>	(8,370)	-1.1%
Capital reserve allocation	468,142	411,298	<b>409,994</b>	(1,304)	-0.3%
Mortgage payments	2,086,526	1,664,685	<b>1,326,259</b>	(338,426)	-20.3%
<b>Total costs (A)</b>	<b>5,188,827</b>	<b>4,389,641</b>	<b>4,041,153</b>	<b>(348,488)</b>	<b>-7.9%</b>
<b>Less:</b>					
Indexed benchmarked market rents	3,966,186	3,300,122	<b>3,267,814</b>	(32,308)	-1.0%
Less: indexed benchmarked vacancy loss	(32,840)	(26,515)	<b>(29,652)</b>	(3,137)	11.8%
Add: benchmarked non-rental revenue	31,612	27,430	<b>26,918</b>	(512)	-1.9%
<b>Total indexed benchmarked revenue (B)</b>	<b>3,964,958</b>	<b>3,301,037</b>	<b>3,265,080</b>	<b>(35,957)</b>	<b>-1.1%</b>
<b>Operating subsidy (A-B)</b>	<b>1,223,869</b>	<b>1,088,604</b>	<b>776,073</b>	<b>(312,531)</b>	<b>-28.7%</b>
Benchmarked market rent for RGI Units	2,990,430	2,576,288	<b>2,486,703</b>	(89,585)	-3.5%
Less: RGI rent revenue	(1,371,410)	(1,146,961)	<b>(1,177,325)</b>	(30,364)	2.6%
<b>Rent subsidy</b>	<b>1,619,020</b>	<b>1,429,327</b>	<b>1,309,378</b>	<b>(119,949)</b>	<b>-8.4%</b>
<b>Property taxes</b>	721,439	628,873	<b>639,763</b>	10,890	1.7%
<b>Settlements</b>	-	-	-	-	n/a
<b>Additional subsidy / adjustment</b>	87,972	112,696	<b>160,086</b>	47,390	42.1%
<b>Estimated mortgage increase / (savings)</b>	4,600	5,000	<b>1,700</b>	(3,300)	-66.0%
<b>Total Subsidy from TBDSSAB</b>	<b>3,656,900</b>	<b>3,264,500</b>	<b>2,887,000</b>	<b>(377,500)</b>	<b>-11.6%</b>

## The District of Thunder Bay Social Services Administration Board Provincial Reformed (100% RGI) Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
Indexed operating costs	758,902	787,609	<b>816,364</b>	28,755	3.7%
Utilities	333,793	346,407	<b>356,893</b>	10,486	3.0%
Capital reserve allocation	178,750	184,788	<b>189,951</b>	5,163	2.8%
<b>Total operating costs</b>	<b>1,271,445</b>	<b>1,318,804</b>	<b>1,363,208</b>	<b>44,404</b>	<b>3.4%</b>
Less: non-rental revenue	(6,000)	(4,000)	<b>(12,500)</b>	(8,500)	212.5%
Less: RGI rent revenue	(620,988)	(669,784)	<b>(562,283)</b>	107,501	-16.1%
<b>Operating subsidy (A)</b>	<b>644,457</b>	<b>645,020</b>	<b>788,425</b>	<b>143,405</b>	<b>22.2%</b>
<b>Mortgage payments (B)</b>	954,552	853,848	<b>808,928</b>	(44,920)	-5.3%
<b>Property taxes (C)</b>	371,891	383,332	<b>396,947</b>	13,615	3.6%
<b>Settlement</b>	-	-	-	-	n/a
<b>Additional subsidy / adjustment</b>				-	n/a
<b>Estimated mortgage increase / (savings)</b>	-		<b>6,500</b>	6,500	n/a
<b>Total Subsidy from TBDSSAB</b>	<b>1,970,900</b>	<b>1,882,200</b>	<b>2,000,800</b>	<b>118,600</b>	<b>6.3%</b>

## The District of Thunder Bay Social Services Administration Board Former Provincial Reformed Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
Indexed operating costs	-	-	-	-	n/a
Utilities	-	-	-	-	n/a
Capital reserve allocation	-	-	-	-	n/a
Mortgage payments	-	-	-	-	n/a
<b>Total costs (A)</b>	-	-	-	-	<b>n/a</b>
<b>Less:</b>					
Indexed benchmarked market rents	-	-	-	-	n/a
Less: indexed benchmarked vacancy loss	-	-	-	-	n/a
Add: benchmarked non-rental revenue	-	-	-	-	n/a
<b>Total indexed benchmarked revenue (B)</b>	-	-	-	-	<b>n/a</b>
<b>Operating subsidy (A-B)</b>	-	-	-	-	<b>n/a</b>
Benchmarked market rent for RGI Units	717,200	1,026,200	<b>1,534,700</b>	508,500	49.6%
Less: RGI rent revenue	(426,100)	(637,500)	<b>(993,600)</b>	(356,100)	55.9%
<b>Rent subsidy</b>	<b>291,100</b>	<b>388,700</b>	<b>541,100</b>	<b>152,400</b>	<b>39.2%</b>
<b>Property taxes</b>	-	-	-	-	n/a
<b>Settlements</b>	-	-	-	-	n/a
<b>Additional subsidy / adjustment</b>	-	-	-	-	n/a
<b>Estimated mortgage increase / (savings)</b>	-	-	-	-	n/a
<b>Total Subsidy from TBDSSAB</b>	<b>291,100</b>	<b>388,700</b>	<b>541,100</b>	<b>152,400</b>	<b>39.2%</b>

**The District of Thunder Bay Social Services Administration Board  
Investment in Affordable Housing Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>IAH</b>					
Rent Supplement	46,700	-	-	-	n/a
<b>IAH - Social Infrastructure Fund</b>					
Housing Allowance	23,600	-	-	-	n/a
Rental Housing	-	-	-	-	n/a
Internal administrative expense	2,100	-	-	-	n/a
Reinvested Ontario Renovates		500,000	300,000	(200,000)	-40.0%
<b>Total Expenditures</b>	<b>72,400</b>	<b>500,000</b>	<b>300,000</b>	<b>(200,000)</b>	<b>-40.0%</b>
<b>Grants</b>					
Provincial grants - housing	(36,200)	(250,000)	(150,000)	100,000	-40.0%
Federal grants - housing	(36,200)	(250,000)	(150,000)	100,000	-40.0%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

## The District of Thunder Bay Social Services Administration Board Ontario Priorities Housing Initiative Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
Rental Housing	500,000		377,000	(591,800)	-61.1%
Ontario Renovates - Internal	480,000				
Ontario Renovates - External	415,000	968,800			
Internal administrative expense	78,000	31,200	19,800	(11,400)	-36.5%
<b>Total Expenditures</b>	<b>1,473,000</b>	<b>1,000,000</b>	<b>396,800</b>	<b>(603,200)</b>	<b>-60.3%</b>
<b>Grants</b>					
Provincial grants - housing	(736,500)	(500,000)	(198,400)	301,600	-60.3%
Federal grants - housing	(736,500)	(500,000)	(198,400)	301,600	-60.3%
<b>Cost to be Levied</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

## The District of Thunder Bay Social Services Administration Board Canada-Ontario Community Housing Initiative Budget Summary

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<u>Capital Component:</u>					
Repairs - Internal	2,337,400				
Repairs - External	872,400				
New Build					
		3,732,100	<b>3,329,100</b>	(403,000)	-10.8%
<u>Operating Component:</u>					
Rent Supplement	889,000				
Transitional operating	90,900				
Building Condition Assessment	475,000				
Internal administrative expense	145,600	82,300	<b>129,800</b>	47,500	57.7%
<b>Total Expenditures</b>	<b>4,810,300</b>	<b>3,814,400</b>	<b>3,458,900</b>	<b>(355,500)</b>	<b>-9.3%</b>
<b>Grants</b>					
Federal grants - housing	(4,810,300)	(3,814,400)	<b>(3,458,900)</b>	355,500	-9.3%
<b>Cost to be Levied</b>	-	-	-	-	<b>0.0%</b>



**The District of Thunder Bay Social Services Administration Board  
Homelessness Prevention Program Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	2024 to 2025	
				Change (\$)	Change (%)
<b>Expenditures</b>					
Homelessness Prevention Program	5,842,100	16,740,200	<b>16,883,800</b>	143,600	0.9%
Home for Good (capital)	104,700	104,700	<b>104,700</b>	-	0.0%
Social Services Relief Fund	1,050,000	-	-	-	n/a
<b>Total Expenditures</b>	<b>6,996,800</b>	<b>16,844,900</b>	<b>16,988,500</b>	<b>143,600</b>	<b>0.9%</b>
<b>Grants</b>					
Provincial grants - homelessness	(6,996,800)	(16,844,900)	<b>(16,988,500)</b>	(143,600)	0.9%
<b>Cost to be Levied</b>	-	-	-	-	<b>n/a</b>

**The District of Thunder Bay Social Services Administration Board  
Housing and Homelessness Prevention Program Delivery Budget Summary**

Description	2023 Budget (\$)	2024 Budget (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	452,200	515,300	572,600	-	-	<b>572,600</b>	57,300	11.1%
Interest on long-term debt	-	-	-	-	-	-	-	n/a
Materials	27,400	27,700	29,100	-	-	<b>29,100</b>	1,400	5.1%
Contracted services	20,000	10,000	60,000	-	-	<b>60,000</b>	50,000	500.0%
Rents and financial expenses	-	-	-	-	-	-	-	n/a
External transfers	60,000	60,000	-	-	-	-	(60,000)	-100.0%
Repayment of long-term debt	-	-	-	-	-	-	-	n/a
Internal administrative expense	951,400	982,900	681,400	(2,800)	4,400	<b>683,000</b>	(299,900)	-30.5%
Imputed rent recovery	112,600	112,600	118,300	-	-	<b>118,300</b>	5,700	5.1%
<b>Total Expenditures</b>	<b>1,623,600</b>	<b>1,708,500</b>	<b>1,461,400</b>	<b>(2,800)</b>	<b>4,400</b>	<b>1,463,000</b>	<b>(245,500)</b>	<b>-14.4%</b>
<b>Recoveries</b>								
From housing and homelessness programs	(494,700)	(758,900)	(883,400)	-	-	<b>(883,400)</b>	(124,500)	16.4%
<b>Total Expenditures Less Recoveries</b>	<b>1,128,900</b>	<b>949,600</b>	<b>578,000</b>	<b>(2,800)</b>	<b>4,400</b>	<b>579,600</b>	<b>(370,000)</b>	<b>-39.0%</b>
<b>Revenue</b>								
Other revenue (Housing Partnering Strategy)	(60,000)	(60,000)	-	-	-	-	60,000	-100.0%
<b>Financing</b>								
From Community Housing Reserve Fund	(10,000)	(10,000)	(60,000)	-	-	<b>(60,000)</b>	(50,000)	500.0%
Imputed rent adjustment	(19,500)	(16,400)	(19,400)	-	-	<b>(19,400)</b>	(3,000)	18.3%
<b>Cost to be Levied</b>	<b>1,039,400</b>	<b>863,200</b>	<b>498,600</b>	<b>(2,800)</b>	<b>4,400</b>	<b>500,200</b>	<b>(363,000)</b>	<b>-42.1%</b>

**The District of Thunder Bay Social Services Administration Board**  
**Housing Operations Budget Summary**

Description	2023 Budget (\$)	2024 Base (\$)	2025			2024 to 2025		
			Base (\$)	Reductions (\$)	Expansions (\$)	Budget (\$)	Change (\$)	Change (%)
<b>Expenditures</b>								
Personnel services	3,748,500	4,006,100	4,429,100	-	-	<b>4,429,100</b>	423,000	10.6%
Interest on long-term debt	145,100	100,000	59,500	-	-	<b>59,500</b>	(40,500)	-40.5%
Materials	15,569,900	16,185,500	18,273,100	-	-	<b>18,273,100</b>	2,087,600	12.9%
Contracted services	10,000	10,000	10,000	-	-	<b>10,000</b>	-	0.0%
Rents and financial expenses (net of tenant recoveries)	9,600	9,600	9,600	-	-	<b>9,600</b>	-	0.0%
External transfers	1,400	71,400	71,400	-	-	<b>71,400</b>	-	0.0%
Repayment of long-term debt	2,045,900	1,827,800	1,591,500	-	-	<b>1,591,500</b>	(236,300)	-12.9%
Internal administrative expense	1,967,000	1,992,300	1,180,100	(6,200)	34,800	<b>1,208,700</b>	(783,600)	-39.3%
Imputed rent recovery	253,400	253,400	147,900	-	-	<b>147,900</b>	(105,500)	-41.6%
<b>Total Expenditures</b>	<b>23,750,800</b>	<b>24,456,100</b>	<b>25,772,200</b>	<b>(6,200)</b>	<b>34,800</b>	<b>25,800,800</b>	<b>1,344,700</b>	<b>5.5%</b>
<b>Recoveries</b>								
From housing and homelessness programs	(365,200)	(392,400)	(1,016,700)	-	-	<b>(1,016,700)</b>	(624,300)	159.1%
From Ontario Works	(279,800)	(287,200)	(205,300)	-	-	<b>(205,300)</b>	81,900	-28.5%
From building operating	(20,400)	(19,800)	(21,700)	-	-	<b>(21,700)</b>	(1,900)	9.6%
<b>Total Expenditures Less Recoveries</b>	<b>23,085,400</b>	<b>23,756,700</b>	<b>24,528,500</b>	<b>(6,200)</b>	<b>34,800</b>	<b>24,557,100</b>	<b>800,400</b>	<b>3.4%</b>
<b>Revenue</b>								
RGI rent	(10,271,700)	(10,271,700)	(10,548,000)	-	-	<b>(10,548,000)</b>	(276,300)	2.7%
Market rent	(1,084,500)	(1,084,500)	(1,034,900)	-	-	<b>(1,034,900)</b>	49,600	-4.6%
Commercial rent	(54,000)	(179,300)	(179,700)	-	-	<b>(179,700)</b>	(400)	0.2%
Miscellaneous tenant revenue	(152,100)	(151,500)	(150,300)	-	-	<b>(150,300)</b>	1,200	-0.8%
Revenue-generating projects	(126,700)	(142,800)	(91,800)	-	-	<b>(91,800)</b>	51,000	-35.7%
<b>Grants</b>								
Provincial Grants	(11,500)	-	-	-	-	-	-	n/a
Federal Grants	(11,500)	-	-	-	-	-	-	n/a
Federal Block Funding	(2,518,300)	(2,196,000)	(1,289,400)	-	-	<b>(1,289,400)</b>	906,600	-41.3%
<b>Financing</b>								
To Housing Porfolio Capital Reserve Fund	2,414,400	2,406,900	1,464,200	-	-	<b>1,464,200</b>	(942,700)	-39.2%
Transfer from Levy Stabilization Reserve Fund	(68,200)	(156,800)	-	-	-	-	156,800	-100.0%
Imputed rent adjustment	(43,800)	(36,900)	(24,200)	-	-	<b>(24,200)</b>	12,700	-34.4%
<b>Cost to be Levied</b>	<b>11,157,500</b>	<b>11,944,100</b>	<b>12,674,400</b>	<b>(6,200)</b>	<b>34,800</b>	<b>12,703,000</b>	<b>758,900</b>	<b>6.4%</b>

## The District of Thunder Bay Social Services Administration Board Key Performance Indicators – Summary

### *The Office of the Chief Executive Officer*

The Office of the CEO is responsible for the overall strategic direction and management of TBDSSAB. This includes ensuring the Board’s Strategic Plan 2024-27 is implemented. The new strategic plan has been mapped out and work has begun to target 90% implementation by the end of 2027, with 30% progress expected in 2025.

The Office of the CEO is also responsible for initiatives related to communications, engagement, and advocacy. Advocacy around Indigenous Relations and Reconciliation has been a priority for the organization within the previous and current strategic plans. To measure success in these advocacy efforts, a KPI for 2025 will be the level of engagement with Indigenous partner organizations during consultations related to Indigenous representation on the Board. The goal is to achieve a participation rate of 75% of Invited Indigenous partner organizations in consultation meetings.

### **Corporate Services Division**

#### *Finance*

Auditing standards require auditors to communicate material weaknesses or significant deficiencies in internal control discovered during the annual audit. The Internal Control Letter is an overall measurement of the organization’s system of internal controls. The objective is to have only proactive recommendations in the Internal Control Letter.

The other Finance Department KPIs are measures related to the timeliness and accuracy of the financial information to enable informed decision-making which are measured by journal entries and business close timelines with targets of five entries and ten business days respectively.

<b>Key Performance Indicator</b>	<b>Definition of Terms</b>	<b>Target</b>
Only proactive recommendations within the Internal Control letter	Recommendations to enhance the internal control infrastructure only	100%
# of journal entries posted to correct errors	# of journal entries posted each month to correct an error in coding	Avg 5/month
# Business days to close period	# of business days to complete main bank reconciliation	10 business days

### *Purchasing*

Attracting multiple bidders improves the opportunity to attain greater cost savings/cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders which in turn affects the competitive process adversely. An average of three bids per procurement process has been established as the target to balance the number of submissions for those projects that are more general, and those projects that require specific expertise and would naturally have a limited number of bidders.

The quality of bid documents is key to achieving efficient, transparent, ethical, and cost-effective outcomes through the purchasing process. The quality of those documents is measured by the number of addenda (changes, questions, or clarifications) issued for each public procurement process because a high-quality bid document should result in fewer addenda required during the bidding process. The structure of the specifications in the document should result in less bidders being excluded from this process, while increasing the number of potential bids being submitted. This enhanced quality contributes to greater transparency related to the specifications and requirements, and greater confidence from potential bidders on the work to be completed, which should result in enhanced competitive bidding per posted procurement document. This confidence will result in bidders submitting bids with appropriate costs and reduces the opportunity for change orders that negatively impacts the budget of the project. Recognizing that even miscellaneous clarifications may be required once a document is released, a target of one addendum per public procurement process has been established.

<b>Key Performance Indicator</b>	<b>Definition of Terms</b>	<b>Target</b>
# of Addendas issued by bid document	# of addendas issued per public procurement process (based on bid closing date)	1/document
Average # of bids received per posted procurement process	# of bids submitted per public procurement process (based on bid closing date)	3 bids/ tender closed

### *Information services*

Information technology (IT) systems have been established and are maintained to maximize server and system uptime to support TBDSSAB staff with technology resources. The KPI for total IT system, and phone system uptime was established at 99% to ensure maximum productivity.

A KPI relative to Patch Management was included to ensure systems are up to date. Patches are software updates that can contain fixes for security vulnerabilities. In that regard, it is expected that critical patches (updates) on high and medium priority devices are patched within 90 days of release.

Information Services provides and maintains network security systems to prevent breaches and viruses from entering TBDSSAB systems. The KPI target is established at zero security breaches through the perimeter.

Key Performance Indicator	Definition of Terms	Target
Total System Uptime	% of time systems are up and available (not including scheduled maintenance)	99%
Phone system uptime	% of time the phone systems are up and available (not including scheduled maintenance)	99%
Patch Management	Critical patches on high and medium priority devices patched within 90 days	100%
# of security breaches	# of security breaches that penetrate the system defences	0
# of active viruses that hit the system	# of active viruses that penetrate the system defences	0

Information Management ensures that client information is accessible, accurate and available as mail delivery is an essential communication mechanism for the people TBDSSAB serves. The accuracy of mail delivery and receipt is important as it provides consistent and timely communication. The Error Rate KPI for mail delivery was established at 4% of all pieces of mail that are posted and relates to mail being returned to TBDSSAB due to incorrect addresses.

Recognizing that delays in Freedom of Information (FOI) requests can have repercussions on external processes, the KPI for completion of FOI requests within the legislated timeline is 100%.

Given TBDSSAB's commitment to environmental stewardship, its move to electronic documents for client records, as well as its continual review of processes to move more of its records to digital format, TBDSSAB expects to reduce the number of archive (paper) boxes over time. The annual target is based on the reduction in the number of boxes stored off-site per the approved destruction schedule; for 2025, the target is 5% or 150 boxes.

Key Performance Indicator	Definition of Terms	Target
Error rate on mail delivery	% of times mail was not delivered to the correct person	4%
% Privacy Requests Completed	% privacy requests completed within legislated timelines	100%
# of boxes stored off-site	# of boxes stored at off-site storage related to client files that have moved to an electronic format (and that should be destroyed in accordance with the Records Management By-law Schedules)	Per approved schedule (to level of permanent records)

### *Infrastructure & Asset Management*

Preventative Maintenance plans are key to ensuring TBDSSAB's investment in physical capital assets is maintained to maximize system performance and effective risk management. This further supports the ability to implement long-term capital planning processes. The target is to have zero system failures on large mechanical equipment such as elevators, generators, make-up air, and domestic water heater systems.

With its significant investment in physical capital assets, maximizing system performance is key to enhancing a long-term capital planning program. Situations that require immediate or emergency work negate long term physical and financial sustainability. Measuring the condition (Facility Condition Index (FCI)) of the physical assets is the KPI. The KPI was updated in 2024 to track the movement to the desired outcome for all properties and shows the effectiveness of long-term capital plans and the related financial sustainability of capital plans. With the updated Building Condition Assessments (BCA) in 2024, the benchmarks were updated for 2025.

Key Performance Indicator	Definition of Terms	Target
# of system failures based on incomplete or substandard preventative maintenance plans	System failures on large mechanical equipment	0
# of properties within each Facility Condition Index (FCI) gradient	Number of properties within each of the calculated ranges: 0-10; 11-20; 21-30 and >30	0-10 = 50%; 11-20 = 40%; 21-30 = 10%; >30 = 0

## Integrated Social Services Division

### *Intake and Eligibility*

The KPIs for the Intake and Eligibility Department are centered around effective customer service and timely eligibility decisions. This will lead to more open and honest communication which is essential to ensure individuals and families receive the appropriate services.

In February of 2023, the online housing application process was implemented. With this new electronic system in place, the target is 70% of the housing applications will be processed within 10 business days.

Key Performance Measures	Definition of Terms	Target
To determine program eligibility and process program applications in a timely manner	% of housing applications processed within 10 days	70%
To support people experiencing homelessness or at risk of homelessness through outreach and engagement	TOSW Outreach Contacts with People Not on Caseload	64 Individuals

### *Social Assistance*

Ontario Works (OW) is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. With the objective of delivering the OW program in accordance with legislation and regulations, the KPI relates to supporting OW adults and ODSP non-disabled adults with participation requirements.

To further support social assistance clients, the program objective is to develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency. KPIs relate to the clients who are referred to Employment Ontario, clients that exit to employment, and individuals who exit the program for any reason and return within one year.



Key Performance Measures	Definition of Terms	Target
To deliver the OW program in accordance with legislation and regulations	% OW adult and ODSP non-disabled adults with participation requirements that have a proper Action Plan created	100%
To develop and deliver appropriate programming to help individuals move along the employment continuum	% of OW adult and ODSP non-disabled adults who are referred to Employment Ontario	31%
	% of OW adult and ODSP non-disabled adults (individual or family units) that exit to employment	10%
	% of OW adult and ODSP non-disabled adults (individual or family units) that exit the program for any reason and return within one year	37%

### *Child Care and Early Years*

Administration uses staff surveys to determine the learning needs of staff to build capacity through professional learning. Administration will also conduct satisfaction surveys to educators to assess if the professional learning met their needs and a target of 75% has been set.

Administration has set a growth target for Canada Wide Early Learning Child Care (CWELCC) for 2025 to increase the number of available licensed home child care spaces. The target for 2025 is five homes with 30 licensed spaces.

TBDSSAB's pedagogical model has been implemented and Administration is targeting 80% of service providers showing improvement over time using the Capacity Building Rubric.

Administration has oversight of service providers governance, administrative, and financial accountability. Administration is targeting to have six operational reviews completed in 2025.

Key Performance Measures	Definition of Terms	Target
To increase child care and early years' staff capacity	% of educators reporting the professional learning they accessed met their needs	75%
In accordance with TBDSSABs Canada Wide Early Learning Child Care (CWELCC) growth target for 2024 increase the number of available licensed home child care spaces	# of available LHCC spaces	5 Homes - 30 Licensed spaces
To improve quality in child care and early years programs with increased implementation of How Does Learning Happen? Ontario's Pedagogy for the Early Years	% of service providers showing improvement over time using Capacity Building Rubric	80%
To increase oversight of service providers governance, administrative, and financial accountability	# of Governance, Administrative and Financial Reviews administered	6

### *Housing & Homelessness Programs*

The role of the Service Manager is to maintain and grow the supply of affordable housing units in the District of Thunder Bay. The Service Manager also provides support for people experiencing homelessness or at risk of homelessness through outreach and engagement. The KPI relates to the number of net new housing supports (rent supplements, Portable Housing Benefits).

In support of the Province's goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters. Through outreach and engagement, staff work with these individuals to find more permanent housing solutions. The KPIs relate to the number of chronic homelessness individuals presenting, and the number of individuals on the by-name list.

Key Performance Measures	Definition of Terms	Target
To maintain existing relationships and grow the supply of new affordable housing units in the District of Thunder Bay	# of net new housing supports (Rent Supp, PHB)	30 Individuals
To support people experiencing homelessness or at risk of homelessness through outreach and engagement	# of chronic homeless people presenting	30 unique individuals
To provide a respectful supportive environment for all clients accessing TBDSSAB services	# of individuals on the by-name list	790 unique individuals

### *Housing Operations*

Vacancies in TBDSSAB-owned housing units occurs throughout the year as tenants leave community housing or are transferred into other community housing units. Once a tenant moves out, the unit is assessed, and necessary repairs are made. Timely turnaround is important to ensure those individuals and families in need can be housed. In addition, Administration uses tenant-surveys to determine the overall satisfaction of experiences in the direct-owned housing with a focus on continuing to improve positive responses.

To create vibrant communities for tenants through engagement and collaboration, KPIs relate to the number of referrals from Tenant Support Workers to external agencies, and the number of community partners delivery services within TBDSSAB's properties.

Key Performance Measures	Definition of Terms	Target
To provide clean, safe, well maintained affordable housing options for tenants	# of units vacant	4%
	# of complaints about cleanliness	Decrease complaints by 15%
To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services	% of positive responses on Tenant Satisfaction Survey	Increase positive responses by 15%
To create vibrant communities for tenants through engagement and collaboration with community partners	# of tenant referrals to service monthly	50 referrals per month
	# of community partners delivering services in TBDSSAB properties	20 community partners

The District of Thunder Bay Social Services Administration Board  
Proposed 2025 Capital Budget Project Financial Summary

Attachment #3  
Report No. 2024-44

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year? (Y/N)
1	Isabella Ridgeway McGregor	Thunder Bay	Building Exterior	Risk Management	Repair front and rear stairs - various addresses	N
2	Moodie McGregor	Thunder Bay	Building Exterior	Risk Management	Repair front and rear stairs - various addresses	N
3	Matthews Court	Thunder Bay	Life Safety Systems	Planned	Install fire stop caulking at all penetrations in mechanical rooms	N
4	Matthews Court	Thunder Bay	Plumbing System	Green	Replace Hot Water Tank	Y
5	Matthews Court	Thunder Bay	Plumbing System	Planned	Replace eye wash stations	N
6	Manion Court	Thunder Bay	Windows	Green	Phase 2 of window installation	Y
7	Manion Court	Thunder Bay	Mechanical System	Risk Management	Install crawl space ventilation	N
8	Academy/Trillium	Thunder Bay	Sitework	Risk Management	Lift and level park areas and add wood chips	N
9	Academy/Trillium	Thunder Bay	Life Safety System	Planned	Firestop caulking at all penetrations in mechanical rooms	N
10	Academy/Trillium	Thunder Bay	Building Security	Risk Management	Updates to camera system	N
11	Academy/Trillium	Thunder Bay	Electrical Systems	Demand	Update exterior electrical conduit	N
12	Wardrope	Thunder Bay	Elevator	Demand	Supply and install new door operator on elevators	Y
13	Fisher Court	Geraldton	Building Interior	Planned	Replace bathroom fans	N
14	Nipigon Houses	Nipigon	Building Interior	Planned	Replace kitchen exhaust fans	N
15	Nipigon Houses	Nipigon	Plumbing System	Risk Management	Install backflow preventers	Y
16	Nipigon Houses	Nipigon	Building Interior	Planned	Supply and Install new stair guards	N
17	Nipigon Houses	Nipigon	Building Exterior	Risk Management	Supply and install new steps	N
18	Assef Court	Thunder Bay	Elevators	Demand	Supply and install new door operator on both elevators	Y
19	Mclvor	Thunder Bay	Doors	Green	Replace main floor patio doors including storm doors	N
20	Mclvor	Thunder Bay	Elevator Systems	Planned	Replace Elevator rope gripper	Y
21	Mclvor	Thunder Bay	Flooring Systems	Planned	Supply and install common room flooring	N
22	Mclvor	Thunder Bay	Electrical	Planned	Supply and install new parking lot plug ins	Y
23	Mclvor	Thunder Bay	Electrical	Planned	Supply and install parking lot lighting	Y
24	Mclvor	Thunder Bay	Plumbing System	Planned	Replace existing water pump	Y
25	Limbrick	Thunder Bay	Sitework	Risk Management	Lift and level park areas and add wood chips	N
26	Limbrick	Thunder Bay	Electrical Systems	Risk Management	Update to building power lines	N
27	John/Windsor	Thunder Bay	Roofing Systems	Planned	Supply and install new roof shingling at Windsor	N
28	John/Windsor	Thunder Bay	Sitework	Planned	Repair catch basin and pave parking lots	N
29	John/Windsor	Thunder Bay	Sitework	Risk Management	Lift and level park areas and add wood chips	N
30	John/Windsor	Thunder Bay	Building Exterior	Demand	Repair brick spalding	N
31	John/Windsor	Thunder Bay	Building Security	Planned	Security upgrades	N
32	Sjolander	Nipigon	Mechanical System	Demand	Supply and install common room exhaust fan	N
33	Sjolander	Nipigon	Mechanical System	Planned	Supply and install kitchen and bathroom fans	N
34	Spence	Thunder Bay	Electrical Systems	Green	Repairs to solar panel system	N

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year? (Y/N)
35	Spence	Thunder Bay	Plumbing System	Risk Management	Replace eyewash stations	N
36	Collingwood Court	Schreiber	Mechanical System	Planned	Upgrades to HVAC system	Y
37	Seppala Court	Thunder Bay	Doors	Planned	Replace main entrance door	N
38	Seppala Court	Thunder Bay	Life Safety Systems	Planned	Upgrade fire panel	Y
39	Ross Court	Thunder Bay	Plumbing System	Green	Upgrade Domestic Hot Water system	Y
40	Cumberland Court	Thunder Bay	Life Safety Systems	Planned	Update fire panel	Y
41	Cumberland Court	Thunder Bay	Life Safety Systems	Planned	Replace eyewash stations	N
42	Lendrum Court	Thunder Bay	Roofing Systems	Planned	Repairs to roofing systems	N
43	Lendrum Court	Thunder Bay	Electrical Systems	Planned	Upgrade common area lighting	N
44	Lendrum Court	Thunder Bay	Plumbing System	Risk Management	Replace eyewash stations	N
45	Jasper	Thunder Bay	Roofing Systems	Risk Management	Repairs to eavestrough and downspouts	N
46	Jasper	Thunder Bay	Sitework	Demand	Repairs to parking lot	N
47	Picton /Tamarack	Thunder Bay	Sitework	Risk Management	Driveway repairs - various addresses	N
48	Picton 2	Thunder Bay	Sitework	Risk Management	Driveway repairs - various addresses	N
49	Picton 3	Thunder Bay	Roofing Systems	Planned	Repairs to eavestroughs	N
50	Picton 3	Thunder Bay	Sitework	Risk Management	Driveway repairs - various addresses	N
51	Walkover	Thunder Bay	Sitework	Risk Management	Driveway repairs - various addresses	N
52	Wade Crescent	Nipigon	Sitework	Planned	Lift and level patio stones	N
53	Wadsworth	Nipigon	Mechanical System	Planned	Supply and install bathroom and kitchen fans	N
54	McLaughlin Court	Thunder Bay	Electrical Systems	Green	Supply and install new unit lighting	N
55	McLaughlin Court	Thunder Bay	Life Safety Systems	Planned	Replace fire panel	Y
56	Glenwood	Thunder Bay	Mechanical System	Green	Replace mechanical room furnace	N
57	Blucher	Thunder Bay	Building Exterior	Planned	Paint exterior siding	N
58	Sequoia	Thunder Bay	Windows	Green	Window replacement - phased	N
59	Sequoia	Thunder Bay	Mechanical System	Planned	Supply and install bathroom exhaust fans - various addresses	N
60	Sequoia	Thunder Bay	Building Exterior	Risk Management	Remove and replace rear wood back steps and build new	N
61	Andras	Thunder Bay	Windows	Planned	Window replacement - phased	Y
62	Andras	Thunder Bay	Building Security	Risk Management	Updates to security system	N
63	Various	Thunder Bay	Sitework	Risk Management	Underground water and sewer issues	N
64	Various	Thunder Bay	Equipment - Appliances	Green	Appliance replacement (fridges and stoves)	N
65	Various	Thunder Bay	Equipment - Vehicle	Demand	Acquisition of maintenance vehicle	N
66	Headquarters	Thunder Bay	Flooring System	Planned	Update flooring	N
67	Headquarters	Thunder Bay	Mechanical System	Planned	Update cooling system and fire suppression in server rooms	N
68	Headquarters	Thunder Bay	Equipment - Appliances	Planned	Supply and install water bottle fill station at Intake	N
69	Headquarters	Thunder Bay	Building Interior	Planned	Interior painting through client areas	N