



BOARD REPORT

REPORT No.: 2025-17

MEETING DATE: MAY 15, 2025

SUBJECT: 2025 FIRST QUARTER FINANCIAL REPORT

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2025 First Quarter Financial Report, and projection to year-end as well as progress of Key Performance Indicators (KPI).

BACKGROUND

In accordance with Budget Policy No. CS-02:83, a Financial Report is prepared and reported to the Board quarterly to provide a comparison of year-to-date and forecast revenues and expenditures to the approved Budget and includes an explanation of significant variances to the approved Budget, by program area. The year-to-date and forecast information is provided on the same basis that Federal/Provincial funding is provided, where certain accruals for potential future employee entitlements are not considered, and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased.

KPIs were identified through the budget process and in accordance with the Budget Policy, are reported to the Board through the quarterly financial reports to support the alignment of resources to achieve identified outcomes.

COMMENTS

Overall, total spending on TBDSSAB-delivered programs, for the period ended March 31, 2025, was \$4,108,400 (12.4%) less than the year-to-date Budget, with a net surplus of \$172,000.

Overall, from a program levy operating perspective, Administration is forecasting to be on budget for the 2025 year. A summary of net forecast cost variances, by program, is presented below:

Table 1:

2025 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 126,700
Child Care and Early Years	\$ (127,000)
Community Housing Programs	\$ 80,000
Direct-Owned Community Housing Building Operations	\$ (79,700)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

Although Administration is forecasting to be on budget, there are variances between programs:

- **Social Assistance:** Administration expects a favourable variance due primarily to temporary staff vacancies during the year.
- **Child Care and Early Years:** Administration expects an unfavourable variance due to the change in order which government funding can be utilized.
- **Community Housing Programs:** Administration expects a favourable variance due primarily to additional administration recoveries based on the favourable timing of the completion of capital projects through 100% funded programs.
- **Direct-Owned Community Housing Building Operations:** Administration expects an unfavourable variance due primarily to accounting provisions associated with allowance for doubtful accounts.

Highlights for the first quarter and full-year forecast to year-end, as well as detailed variance explanations are provided in Attachment #1 - 2025 First Quarter Financial Report and KPI commentary is provided in Attachment #2 – Key Performance Indicators.

Financial Legislative Compliance

TBDSSAB is required to file, and remit payment for, certain Federal, Provincial, and other payroll remittances and contributions, including Canada Pension Plan, Employment Insurance, Employee Income Tax, Employer Health Tax, Harmonized Sales Tax, and the Ontario Municipal Employee Retirement Savings Plan.

Attachment #3 - Fiduciary Responsibility Checklist, certified by the Director, Corporate Services Division, and the Chief Executive Officer, indicates that all filings and remittances were made in accordance with the established requirements and timelines, and that TBDSSAB is compliant with all applicable labour laws.

TBDSSAB is also required to file, and submit, certain financial and program reports to the Province, in accordance with its various funding agreements. All reports were filed in accordance with the established requirements and timelines.

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



There are no direct financial implications associated with this Report.

CONCLUSION

It is concluded that the 2025 First Quarter Financial Report indicates a year-to-date net surplus of \$172,000, but forecasting being on budget from a program levy operating perspective by year end.

REFERENCE MATERIALS

- Attachment #1 [2025 First Quarter Financial Report - Operating](#)
- #2 [Key Performance Indicators](#)
- #3 [Fiduciary Responsibility Checklist](#)

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

2025 FIRST QUARTER FINANCIAL REPORT

Operating Budget



INTRODUCTION

A financial report is prepared and reported to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) quarterly to provide a comparison of year-to-date and forecast revenues and expenses to the Board-approved budget and includes an explanation of significant variances to the approved budget, by program area.

This Report is provided on the same basis that Provincial funding is provided, and matches the annual budget format, where certain accruals for potential future employee entitlements are not considered and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased. This Report will identify any anticipated program levy operating surplus, or deficit, for the year.

EXECUTIVE SUMMARY

Reflecting results for the 3-month period ending March 31, 2025, this Report provides an indication of TBDSSAB's financial status for the year, and identification of any significant variances from the 2025 approved Operating Budget.

Overall, from an operating levy perspective, Administration is forecasting to be on budget for the 2025 year. Table 1 provides a breakdown of the forecast year-end variances, by program.

Table 1:

2025 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 126,700
Child Care and Early Years	\$ (127,000)
Community Housing Programs	\$ 80,000
Direct-Owned Community Housing Building Operations	\$ (79,700)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

2025 First Quarter Financial Report
Operating Budget

Table 2 shows the 2025 Operating Budget revenue and expenditures, first quarter variances, and year-end projections.

Table 2:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	6,614.0	6,614.2	0.2	0.0%	26,456.1	26,456.1	-	0.0%
Federal grants	9,184.8	6,694.0	(2,490.8)	-27.1%	36,739.1	26,479.8	(10,259.3)	-27.9%
Provincial grants	14,563.5	13,223.6	(1,340.0)	-9.2%	58,254.1	66,601.9	8,347.8	14.3%
Rents	2,940.7	2,963.3	22.7	0.8%	11,762.6	11,762.6	-	0.0%
Other revenue	61.4	59.2	(2.2)	-3.6%	245.6	245.7	0.1	0.0%
Interest on unrestricted funds	100.0	100.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	187.5	614.0	426.5	227.4%	750.0	750.0	-	0.0%
From (to) reserve funds	(481.7)	(1,034.4)	(552.8)	114.8%	(1,926.7)	(1,926.7)	-	0.0%
Total Financing	33,170.2	29,233.8	(3,936.4)	-11.9%	132,680.8	130,769.4	(1,911.4)	-1.4%
Expenses								
Personnel services	3,999.7	3,650.1	349.6	8.7%	15,998.9	15,467.5	531.4	3.3%
Interest on long-term debt	31.1	32.5	(1.4)	-4.5%	124.5	128.0	(3.5)	-2.8%
Materials	5,682.3	5,503.0	179.3	3.2%	24,330.8	24,218.8	112.0	0.5%
Contract services	59.6	30.4	29.1	48.9%	238.3	248.4	(10.1)	-4.2%
Rents and financial expenses	32.6	14.9	17.7	54.3%	130.3	386.1	(255.8)	-196.3%
External transfers	22,885.5	19,340.0	3,545.6	15.5%	89,940.5	88,404.2	1,536.3	1.7%
Loan principal repayment	479.4	490.9	(11.5)	-2.4%	1,917.5	1,916.4	1.1	0.1%
Total Expenses	33,170.2	29,061.8	4,108.4	12.4%	132,680.8	130,769.4	1,911.4	1.4%
Excess (Deficiency) of Revenues over Expenses	-	172.0	172.0	n/a	-	-	-	n/a



2025 FIRST QUARTER OPERATING BUDGET RESULTS

The First Quarter Report provides an indication of TBDSSAB's financial status as at March 31, 2025, and a projection for the year, and identifies any significant variances from the 2025 Operating Budget. Overall, in Q1, TBDSSAB recorded a net surplus of \$172,000, and is projecting to be on budget at year-end.

A. Board and Office of the Chief Executive Officer

This section includes expenses associated with the Board, and Office of the Chief Executive Officer (CEO), including Human Resources.

Table 3:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	40.3	43.2	2.9	7.2%	161.1	161.7	0.6	0.4%
Ontario Works	227.1	276.6	49.5	21.8%	908.5	908.9	0.4	0.0%
Child care and early years programs	31.6	43.0	11.4	36.0%	126.4	126.2	(0.2)	-0.2%
Housing programs	38.4	51.3	12.9	33.7%	153.4	153.3	(0.1)	-0.1%
Total Allocation	337.4	414.0	76.7	22.7%	1,349.4	1,350.1	0.7	0.1%
Financing								
Other Revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	22.5	-	(22.5)	-100.0%	90.0	90.0	-	0.0%
Total Financing	22.5	-	(22.5)	-100.0%	90.0	90.0	-	0.0%
Expenses								
Personnel services	284.9	343.8	(58.9)	-20.7%	1,139.7	1,139.7	-	0.0%
Materials	56.2	60.6	(4.3)	-7.7%	224.9	227.1	(2.2)	-1.0%
Contract services	18.7	9.6	9.1	48.5%	74.8	73.3	1.5	2.0%
Total Expenses	359.9	414.0	(54.2)	-15.1%	1,439.4	1,440.1	(0.7)	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 3, above, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for the Board and Office of the CEO.

Expenses related to the Board and Office of the CEO are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. The forecast for Board and Office of the CEO expenses is materially on budget.

**B. Corporate Services**

Corporate Services includes costs associated with the Director's Office, Purchasing, Finance, Information Services, and Infrastructure and Asset Management.

Table 4:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	226.6	192.2	(34.4)	-15.2%	906.5	873.4	(33.1)	-3.7%
Ontario Works	682.5	677.9	(4.6)	-0.7%	2,729.9	2,752.2	22.3	0.8%
Child care and early years programs	60.4	58.1	(2.3)	-3.8%	241.7	241.6	(0.1)	0.0%
Housing programs	87.7	83.2	(4.4)	-5.1%	350.7	361.5	10.8	3.1%
Total Allocation	1,057.2	1,011.5	(45.7)	-4.3%	4,228.8	4,228.7	(0.1)	0.0%
Financing								
Levy to municipalities and TWOMO	(100.0)	(100.0)	-	0.0%	(400.0)	(400.0)	-	0.0%
Interest on unrestricted funds	100.0	100.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	187.5	614.0	426.5	227.4%	750.0	750.0	-	0.0%
Other revenue	-	0.1	0.1	n/a	-	0.1	0.1	n/a
From (to) reserve funds	(187.5)	(614.0)	(426.5)	227.4%	(750.0)	(750.0)	-	0.0%
From levy stabilization	7.5	-	(7.5)	-100.0%	30.0	30.0	-	0.0%
Total Financing	7.5	0.1	(7.4)	-99.2%	30.0	30.1	0.1	0.3%
Expenses								
Personnel services	718.9	623.7	95.2	13.2%	2,875.6	2,804.1	71.5	2.5%
Materials	356.3	398.9	(42.6)	-12.0%	1,425.3	1,481.7	(56.4)	-4.0%
Contract services	21.0	17.6	3.3	16.0%	83.8	95.4	(11.6)	-13.8%
Rents and financial expenses	3.4	6.2	(2.8)	-84.1%	13.5	17.0	(3.5)	-25.9%
Total Expenses	1,099.6	1,046.4	53.2	4.8%	4,398.2	4,398.2	-	0.0%
Recoveries								
From HQ building operations	34.9	34.9	-	0.0%	139.4	139.4	-	0.0%
Total Expenses Less Recoveries	1,064.7	1,011.5	53.2	5.0%	4,258.8	4,258.8	-	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 4, above, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for Corporate Services.

Expenses related to Corporate Services are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget.



Expense highlights for Q1 and the full-year forecast include:

Personnel Services	Forecast \$71,500 (2.5%) favourable
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Personnel Services expenses were lower than budget in Q1 and are forecast to be under budget by \$71,500 at year-end due to temporarily vacant positions throughout the year, in the Information Services, and Infrastructure & Asset Management departments. The vacant positions are in various stages of the recruitment process.

C. Office Headquarters Building Operations

Table 5, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for the Office Headquarters Building Operations.

Table 5:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	37.0	37.0	-	0.0%	147.9	147.9	-	0.0%
Ontario Works	284.6	284.6	-	0.0%	1,138.4	1,138.4	-	0.0%
Child care and early years programs	18.5	18.5	-	0.0%	73.9	73.9	-	0.0%
Housing programs	29.6	29.6	-	0.0%	118.3	118.3	-	0.0%
Total Allocation	369.6	369.6	-	0.0%	1,478.5	1,478.5	-	0.0%
Financing								
Other revenue	0.9	0.8	(0.1)	-7.4%	3.5	3.5	-	0.0%
From (to) reserve funds	(54.4)	(54.4)	-	0.0%	(217.5)	(217.5)	-	0.0%
Imputed rent adjustment	(60.7)	(47.8)	12.8	-21.2%	(242.7)	(242.7)	-	0.0%
Total Financing	(114.2)	(101.4)	12.8	-11.2%	(456.7)	(456.7)	-	0.0%
Expenses								
Interest on long-term debt	16.3	17.2	(1.0)	-6.0%	65.0	65.0	-	0.0%
Materials	141.2	153.5	(12.3)	-8.7%	564.9	564.9	-	0.0%
Loan principal repayment	81.5	81.0	0.5	0.6%	326.0	326.0	-	0.0%
Internal administrative expense	16.5	16.5	-	0.0%	65.9	65.9	-	0.0%
Total Expenses	255.5	268.2	(12.8)	-5.0%	1,021.8	1,021.8	-	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to Office Headquarters Building Operations are allocated to programs as an Imputed Rent, based on a predetermined calculation approved through the annual Operating Budget. Overall, expenses were over budget in Q1 but are forecast to be materially on budget at year-end.



D. Integrated Social Services Program Support

Integrated Social Services (ISS) Program Support includes costs associated with integrated program eligibility, policy and data research, and the shared intake and reception area located at TBDSSAB headquarters.

Table 6, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for ISS Program Support.

Table 6:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	35.3	31.6	(3.7)	-10.4%	141.1	131.3	(9.8)	-6.9%
Ontario Works	360.4	328.8	(31.6)	-8.8%	1,441.5	1,361.8	(79.7)	-5.5%
Child care and early years programs	102.1	93.8	(8.4)	-8.2%	408.5	397.3	(11.2)	-2.7%
Housing programs	44.7	42.2	(2.5)	-5.5%	178.9	175.0	(3.9)	-2.2%
Total Allocation	542.5	496.4	(46.1)	-8.5%	2,170.0	2,065.4	(104.6)	-4.8%
Financing								
Other revenue	-	-	-	n/a	-	-	-	n/a
Total Financing	-	-	-	n/a	-	-	-	n/a
Expenses								
Personnel services	651.4	616.7	34.7	5.3%	2,605.5	2,500.0	105.5	4.0%
Materials	15.6	4.1	11.4	73.4%	62.2	63.1	(0.9)	-1.4%
Contract services	-	-	-	n/a	-	-	-	n/a
Total Expenses	666.9	620.8	46.1	6.9%	2,667.7	2,563.1	104.6	3.9%
Recoveries								
From homelessness programs	124.4	124.4	-	0.0%	497.7	497.7	-	0.0%
Total Expenses Less Recoveries	542.5	496.4	46.1	8.5%	2,170.0	2,065.4	104.6	4.8%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to ISS Program Support are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for Q1 and the full-year forecast include:

Personnel Services

Forecast **\$105,500 (4.0%) favourable**

Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$105,500 at year-end due to temporarily vacant positions throughout the year, primarily in the Data & Research department. Vacant positions are in various stages of the recruitment process.



E. Social Assistance

Through the Ontario Works (OW) program, TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families in the form of financial and employment benefits to assist recipients to reach financial independence through employment.

Table 7, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q1, and are forecast to be lower than budget by \$126,700 at year-end.

Table 7:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	1,110.2	1,110.2	-	0.0%	4,440.8	4,440.8	-	0.0%
Provincial grants	7,530.3	7,321.8	(208.5)	-2.8%	30,121.1	29,994.5	(126.6)	-0.4%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	46.8	36.8	(9.9)	-21.2%	187.0	187.0	-	0.0%
Total Financing	8,687.2	8,468.8	(218.4)	-2.5%	34,748.9	34,622.3	(126.6)	-0.4%
Expenses								
Personnel services	977.9	808.9	168.9	17.3%	3,911.4	3,730.5	180.9	4.6%
Materials	91.6	53.4	38.2	41.7%	366.2	337.7	28.5	7.8%
Contract services	1.3	-	1.3	100.0%	5.0	5.0	-	0.0%
Rents and financial expenses	26.8	7.9	18.9	70.6%	107.2	107.2	-	0.0%
External transfers	6,016.9	5,943.8	73.1	1.2%	24,067.5	24,080.6	(13.1)	-0.1%
Internal administration allocation	1,321.3	1,334.6	(13.3)	-1.0%	5,285.2	5,228.2	57.0	1.1%
Imputed rent recovery	284.6	284.6	-	0.0%	1,138.4	1,138.4	-	0.0%
Total Expenses	8,720.2	8,433.2	287.1	3.3%	34,880.9	34,627.6	253.3	0.7%
Recoveries								
From homelessness programs	33.0	33.0	-	0.0%	132.0	132.0	-	0.0%
Total Expenses Less Recoveries	8,687.2	8,400.2	287.1	3.3%	34,748.9	34,495.6	253.3	0.7%
Excess (Deficiency) of Revenues over Expenses	-	68.7	68.7	n/a	-	126.7	126.7	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q1 and the full-year forecast include:

Personnel Services	Forecast \$180,900 (4.6%) favourable
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Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$180,900 at year-end due to temporarily vacant positions throughout the year.



Internal Administration Allocation	Forecast \$57,000 (1.1%) favourable
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Internal Administration is comprised of Board, Office of the Chief Executive Officer, Corporate Services, and ISS Program Support. These costs are allocated to programs based on a predetermined weighting approved through the annual Operating Budget.

Further variance explanation was provided above.

F. Child Care and Early Years

TBDSSAB is the service system manager for child care and early years' services in the District of Thunder Bay and administers child care and EarlyON programs to create a comprehensive, consistent, quality-driven system to support children and families.

Table 8, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances, and year-end projections for child care and early years' programs. Overall, child care and early years' program expenses were higher than budget in Q1 and are forecast to be more than budget at year-end.

Table 8:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	343.2	343.2	(0.0)	0.0%	1,372.9	1,372.9	-	0.0%
Federal grants	7,317.2	4,800.1	(2,517.1)	-34.4%	29,268.6	19,170.9	(10,097.7)	-34.5%
Provincial grants	2,699.0	3,315.2	616.2	22.8%	10,796.1	13,972.0	3,175.9	29.4%
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	3.0	2.4	(0.6)	-20.7%	12.1	12.1	-	0.0%
Total Financing	10,362.4	8,460.9	(1,901.5)	-18.4%	41,449.7	34,527.9	(6,921.8)	-16.7%
Expenses								
Personnel services	116.3	115.9	0.4	0.3%	465.0	459.5	5.5	1.2%
Materials	14.0	27.2	(13.2)	-94.3%	56.0	56.5	(0.5)	-0.9%
Contract services	1.2	-	1.2	100.0%	4.7	4.7	-	0.0%
External transfers	9,994.6	8,080.6	1,914.0	19.2%	39,978.3	33,200.0	6,778.3	17.0%
Internal administration allocation	306.8	307.5	(0.8)	-0.2%	1,227.0	1,215.5	11.5	0.9%
Imputed rent recovery	18.5	18.5	(0.0)	-0.1%	73.9	73.9	-	0.0%
Total Expenses	10,451.2	8,549.7	1,901.5	18.2%	41,804.9	35,010.1	6,794.8	16.3%
Recoveries								
Other recoveries	88.8	88.8	-	0.0%	355.2	355.2	-	0.0%
Total Expenses Less Recoveries	10,362.4	8,460.9	1,901.5	18.4%	41,449.7	34,654.9	6,794.8	16.4%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	(127.0)	(127.0)	n/a

Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses.



Per Report No. 2024-44, *Proposed 2025 Operating and Capital Budget*, Administration identified that although the total funding allocation had been identified by the province, the specific guidelines had yet to be released at the time of writing, and that the 2025 Child Care and Early Years budget had been provided in a manner consistent with 2024, and that updates would be provided through the quarterly financial variance report process.

In that regard, and upon receipt of further information from the Ministry, it was confirmed that the order in which government funding is utilized has changed; in the past, program funding was used in the following order: Federal funding, Provincial funding, and then Municipal contributions based on the cost share requirements. With the change and subsequent clarification in the CWELCC funding model, provincial and municipal contribution must be fully utilized as per the funding agreement and identified cost-sharing requirements, before accessing the Federal funding. Administration is continuing to work through the implementation of these new guidelines to achieve full clarity relative to the funding impacts and will provide updates in subsequent Quarterly Financial Reports.

Expense highlights for Q1 and the full-year forecast include:

External Transfers	Forecast \$6,778,300 (17.0%) favourable
---------------------------	--

External transfers for child care and early years were less than budget in Q1 and are expected to be less than budget at year-end due to General Operating and CWELCC advances being less than expected. General Operating has now been combined with CWELCC for age groups 0-5 years, with only age groups 6-12 years being covered by General Operating. Total enrollment in licensed child care has been lower than expected and as a result, less CWELCC has been advanced to child care operators. Lower enrollment is expected to continue through 2025 as workforce constraints are preventing child care operators from operating at full capacity. Administration continues to work through the process to implement the CWELCC. A further breakdown of External Transfers is provided in Table 9, below:

Table 9:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Fee Subsidy	250.0	153.9	96.1	38.4%	1,000.0	904.5	95.5	9.6%
Special Needs	424.5	424.5	-	0.0%	1,698.0	1,698.0	-	0.0%
General Operating	1,359.1	56.1	1,303.0	95.9%	5,436.4	224.4	5,212.0	95.9%
Wage Enhancement	-	-	-	n/a	-	170.6	(170.6)	n/a
Other	36.9	0.1	36.8	99.7%	147.5	147.5	-	0.0%
Early Learning and Child Care	-	-	-	n/a	-	44.0	(44.0)	n/a
EarlyON	562.2	506.6	55.6	9.9%	2,248.8	2,079.8	169.0	7.5%
Journey Together	294.4	319.3	(25.0)	-8.5%	1,177.4	1,177.4	-	0.0%
CWELCC	7,067.6	6,620.1	447.5	6.3%	28,270.2	26,753.8	1,516.4	5.4%
Total	9,994.6	8,080.6	1,914.0	19.2%	39,978.3	33,200.0	6,778.3	17.0%



G. Housing Programs

TBDSSAB is the service system manager for various housing and homelessness programs and services in the District of Thunder Bay. TBDSSAB supports housing units operated by non-profit housing providers, rent supplement agreements and portable housing benefits. TBDSSAB also administers programs and services aimed at reducing chronic homelessness in the District of Thunder Bay.

Table 10, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for Housing Programs.

Table 10:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	2,166.1	2,166.1	-	0.0%	8,664.4	8,664.4	-	0.0%
Federal grants	1,545.3	1,571.5	26.2	1.7%	6,181.1	6,019.5	(161.6)	-2.6%
Provincial grants	4,334.2	2,586.7	(1,747.6)	-40.3%	17,336.9	22,635.4	5,298.5	30.6%
Other revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	15.0	-	(15.0)	-100.0%	60.0	60.0	-	0.0%
Imputed rent adjustment	4.9	3.8	(1.0)	-21.1%	19.4	19.4	-	0.0%
Total Financing	8,065.5	6,328.1	(1,737.4)	-21.5%	32,261.8	37,398.8	5,137.0	15.9%
Expenses								
Personnel services	143.2	138.4	4.7	3.3%	572.6	543.7	28.9	5.0%
Materials	439.2	332.8	106.3	24.2%	3,358.2	3,198.2	160.0	4.8%
Contract services	15.0	3.2	11.8	78.5%	60.0	60.0	-	0.0%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	6,856.2	5,332.7	1,523.5	22.2%	25,823.3	31,062.4	(5,239.1)	-20.3%
Internal administration allocation	803.2	637.6	165.6	20.6%	3,212.8	3,277.8	(65.0)	-2.0%
Imputed rent recovery	29.6	29.6	-	0.0%	118.3	118.3	-	0.0%
Total Expenses	8,286.3	6,474.4	1,811.9	21.9%	33,145.2	38,260.4	(5,115.2)	-15.4%
Recoveries								
From housing programs	37.4	54.1	16.7	44.7%	149.6	207.8	58.2	38.9%
From homelessness programs	183.5	85.1	(98.3)	-53.6%	733.8	733.8	-	0.0%
Total Expenses Less Recoveries	8,065.5	6,335.1	1,730.4	21.5%	32,261.8	37,318.8	(5,057.0)	-15.7%
Excess (Deficiency) of Revenues over Expenses	-	(7.0)	(7.0)	n/a	-	80.0	80.0	n/a

Overall, Housing Program expenses were higher than budget in Q1, and are forecast to be under budget by \$80,000 at year-end.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for Q1 and the full-year forecast include:



Materials	Forecast \$160,00 (4.8%) favourable
------------------	--

Materials were lower than budget in Q1 and are expected to be \$160,000 higher than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
OPHI	20.9	185.1	(164.2)	-785.7%	83.6	497.3	(413.7)	-494.9%
COCHI	411.0	125.7	285.3	69.4%	3,245.5	2,671.5	574.0	17.7%
Other	7.3	22.1	(14.8)	-203.2%	29.1	29.4	(0.3)	-1.0%
Total	439.2	332.8	106.3	24.2%	3,358.2	3,198.2	160.0	4.8%

The favourable variance in the Canada-Ontario Community Housing Initiative (COCHI) is due to anticipated timing of project completion. OPHI and COCHI are funded 100% by the Federal and Provincial governments.

External Transfers	Forecast \$5,239,100 (20.3%) unfavourable
---------------------------	--

External transfers for Housing Programs were lower than budget in Q1 and are expected to be \$5,239,100 higher than budget at year-end. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Provincial Reformed	1,222.0	1,274.6	(52.7)	-4.3%	4,887.8	4,873.6	14.2	0.3%
Former Provincial Reformed	135.3	120.0	15.3	11.3%	541.1	485.9	55.2	10.2%
Urban Native housing program	202.2	261.2	(59.0)	-29.2%	808.8	882.4	(73.6)	-9.1%
Private landlord rent supplement	569.9	584.7	(14.8)	-2.6%	2,279.7	2,334.3	(54.6)	-2.4%
Non-profit rent supplement	187.4	182.2	5.1	2.7%	749.4	733.5	15.9	2.1%
Portable Housing Benefit	317.8	295.3	22.5	7.1%	1,271.2	1,228.3	42.9	3.4%
IAH Ontario Renovates	75.0	25.6	49.4	65.9%	300.0	300.2	(0.2)	-0.1%
OPHI Ontario Renovates	73.4	-	73.4	100.0%	293.4	-	293.4	100.0%
COCHI capital repairs	197.0	32.8	164.3	83.4%	-	-	-	n/a
COCHI rent supplement	203.4	284.2	(80.8)	-39.7%	-	-	-	n/a
COCHI transitional operating	20.9	23.7	(2.8)	-13.6%	83.6	23.7	59.9	71.6%
HPP Operating	1,639.4	1,710.1	(70.8)	-4.3%	6,557.4	6,557.4	-	0.0%
HPP Capital	1,986.6	135.0	1,851.6	93.2%	7,946.2	12,784.4	(4,838.2)	-60.9%
Home for Good	26.2	26.2	(0.0)	0.0%	104.7	104.7	-	0.0%
Total	6,856.2	5,332.7	1,523.5	22.2%	25,823.3	31,062.4	(5,239.1)	-20.3%

The HPP Capital unfavourable variance is due to the timing of project completion. The HPP, COCHI and OPHI are 100% funded so there is no impact on the levy.



H. Direct-Owned Community Housing Building Operations

TBDSSAB operates and maintains 2,493 direct-owned housing units throughout the District of Thunder Bay. Table 13, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances, and year-end projections for direct-owned Community Housing building operations.

Overall, direct-owned Community Housing building operation expenses were lower than budget in Q1 and are expected to be \$79,700 higher than budget at year-end which will result in a program levy operating surplus of \$79,700.

Table 13:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	3,094.5	3,094.6	0.1	0.0%	12,378.0	12,378.0	-	0.0%
Federal grants	322.4	322.4	0.1	0.0%	1,289.4	1,289.4	-	0.0%
Provincial grants	-	-	-	n/a	-	-	-	n/a
Rents	2,940.7	2,963.3	22.7	0.8%	11,762.6	11,762.6	-	0.0%
Other revenue	60.5	58.3	(2.2)	-3.7%	242.1	242.1	-	0.0%
From (to) reserve funds	(284.8)	(366.1)	(81.3)	28.5%	(1,139.2)	(1,139.2)	-	0.0%
Imputed rent adjustment	6.1	4.8	(1.3)	-20.7%	24.2	24.2	-	0.0%
Total Financing	6,139.3	6,077.3	(62.0)	-1.0%	24,557.1	24,557.1	-	0.0%
Expenses								
Personnel services	1,107.3	1,002.7	104.6	9.4%	4,429.1	4,290.0	139.1	3.1%
Interest on long-term debt	14.9	15.3	(0.4)	-2.9%	59.5	63.0	(3.5)	-5.9%
Materials	4,568.3	4,472.4	95.9	2.1%	18,273.1	18,289.6	(16.5)	-0.1%
Contract services	2.5	-	2.5	100.0%	10.0	10.0	-	0.0%
Rents and financial expenses	2.4	0.8	1.6	66.7%	9.6	261.9	(252.3)	-2628.1%
External transfers	17.9	(17.0)	34.9	195.2%	71.4	61.3	10.1	14.1%
Loan principal repayment	397.9	409.9	(12.0)	-3.0%	1,591.5	1,590.4	1.1	0.1%
Internal administration allocation	302.2	267.0	35.2	11.6%	1,208.7	1,166.4	42.3	3.5%
Imputed rent recovery	37.0	37.0	(0.0)	-0.1%	147.9	147.9	-	0.0%
Total Expenses	6,450.2	6,188.1	262.1	4.1%	25,800.8	25,880.5	(79.7)	-0.3%
Recoveries								
Recovery from Ontario Works progra	51.3	51.3	(0.0)	0.0%	205.3	205.3	-	0.0%
Recovery from homelessness progra	254.2	164.2	(90.0)	-35.4%	1,016.7	1,016.7	-	0.0%
Recovery from building overhead	5.4	5.4	(0.0)	-0.5%	21.7	21.7	-	0.0%
Total Expenses Less Recoveries	6,139.3	5,967.2	172.1	40.0%	24,557.1	24,636.8	(79.7)	-0.3%
Excess (Deficiency) of Revenues over Expenses	-	110.1	110.1	n/a	-	(79.7)	(79.7)	n/a

Highlights for Q1 and the full-year forecast include:

Personnel Services

Forecast \$139,100 (3.1%) favourable

Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$139,100 at year-end due to temporarily vacant positions throughout the year.

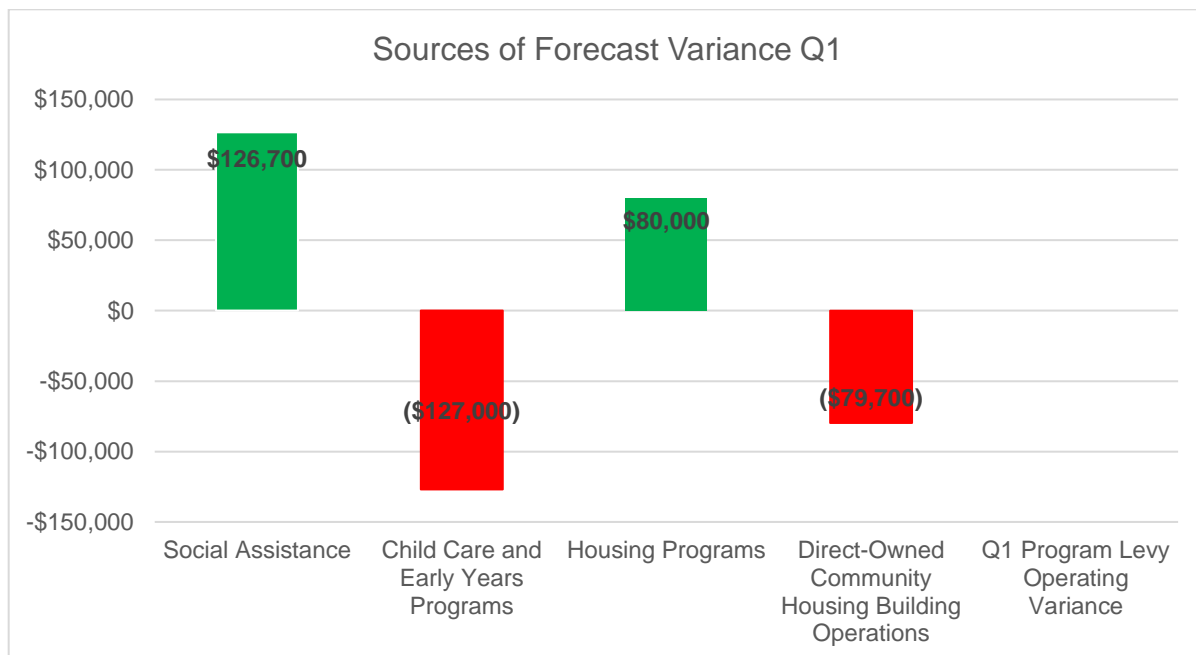


Rents and Financial Expenses **Forecast \$252,300 (2,628.1%) unfavourable**

Rents and Financial Expenses were lower than budget in Q1 and are expected to be \$252,300 higher than budget at year-end. The variance is due to accounting provisions associated with allowance for doubtful accounts.

CONCLUSION

Through the 2025 First Quarter Financial Report, Administration is projecting to be on budget overall for the 2025 year. The chart below summarizes the Q1 forecast levy operating surplus/deficit for 2025, by program:



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

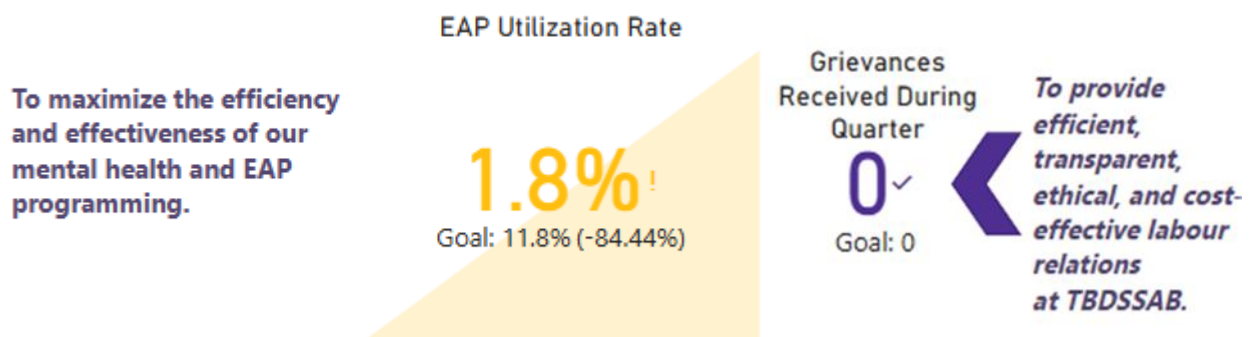
The Office of the Chief Executive Officer

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. KPIs will be reported beginning with the Second Quarter Financial Report.

Human Resources

Human resource management is vital to TBDSSAB's operations as it enables effective recruitment and retention of employees, and maintains a healthy, accepting workplace culture and environment. To measure the effectiveness of the Human Resources Department, Administration has established a KPI target of zero grievances received and a target Employee Assistance Program (EAP) utilization rate of 11.8%.



In Q1, there were no grievances received. This result is consistent with the positive relationship between management and the bargaining unit. Also, in Q1, the EAP utilization rate was 1.8%. TBDSSAB offers EAP services to all employees and family members for counselling, consultations, community referrals, and other resources. Services are available 24 hours per day, seven days a week. Administration encourages all staff to utilize these services if needed.

Corporate Services Division

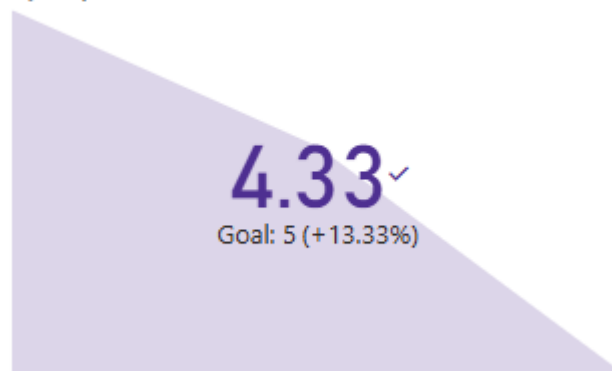
Finance

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 Board's Auditor delivered a clean Internal Control Letter, for the 2024 fiscal year.

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 (5) entries and ten (10) business days respectively.

In Q1, journal entries met the target; and number of business days to close is not tracked in Q1 while the year-end processes are in progress.

Average Journal Entries (YTD) and Target Number
by Report Date



Purchasing

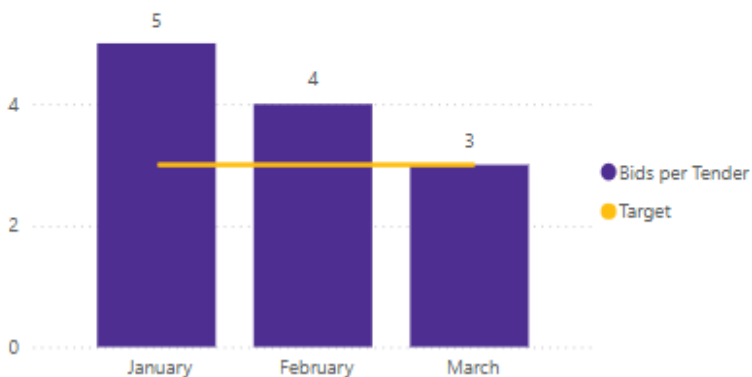
Attracting multiple bidders improves the opportunity to attain greater cost savings/cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders which in turn affects the competitive process adversely. An average of three (3) 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 target has been achieved through Q1 results.

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 (1) addendum per public procurement process has been established. On average, the target has been achieved through Q1 results.

To provide efficient, transparent, ethical, and cost-effective procurement services to TBDSSAB.

Bids Received per Posted Procurement Process

Target: 3 or more



Average Addenda Issued per Bid Document

0.83✓

Goal: 1.00 (+16.67%)

To manage supply base efficiently and effectively.

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. The average uptime for both systems for Q1 was 100%.

*To maximize end user productivity and minimize disruption
and to maximize system and server uptime*

Average Phone Uptime

100%✓

Goal: 99.00% (+1.01%)

Average System Uptime

100%✓

Goal: 99.00% (+1.01%)

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. This target was met through Q1.

Patch Management - applying
critical patches on high & medium
priority devices

100.00%✓

Goal: 100.00% (+0%)

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. There were no breaches or viruses that penetrated TBDSSAB's defenses in Q1.

To minimize security breaches
Security Breaches

0✓

Goal: 0

Active Viruses that
Penetrated Defenses

0✓

Goal: 0

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%. The result for Q1 was 100%.

*To ensure privacy requests are completed
within the legislated timeframe*

Privacy Requests Completed
by Required Timeframe

of Archive Boxes Stored at
Off-site Facility*

100%✓
Goal: 100.00% (+0%)

(Blank)!
Goal: -10.0% (-100%)

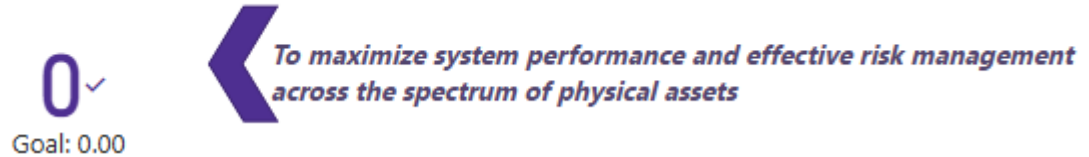
- **To be reported annually (Q4)*

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. This KPI is measured at year end.

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. In Q1, this target was met.

System Failures Based on Incomplete or
Substandard Preventative Maintenance
Plans



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. This KPI will be measured at year end once the system has been updated for work completed during the year.

Integrated Social Services Division

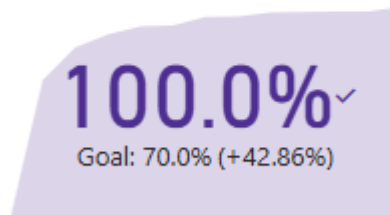
Intake and Eligibility

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.

*To determine program
eligibility and process program
applications in a timely manner*

Housing Waitlist Applications
Processed within 10 Business
Days*



* Applications received in the quarter

Intake and Eligibility 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. This KPI will be reported beginning in Q2.

Social Assistance

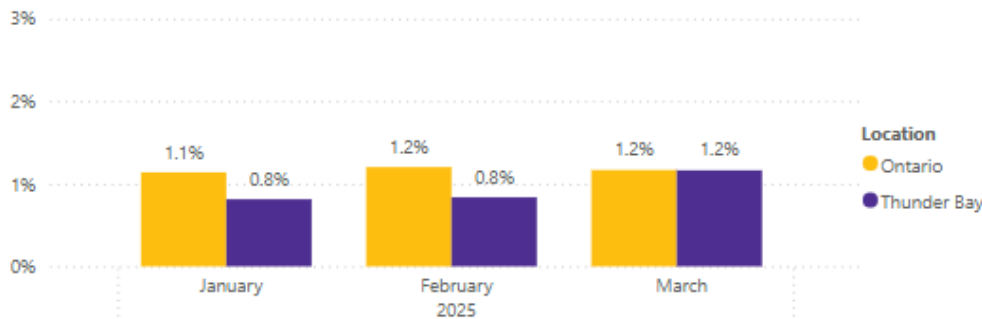
Ontario Works (OW) is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. With the objective of delivering the OW program in accordance with legislation and regulations, the KPI relates to supporting OW adults and ODSP non-disabled 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. For Q1, the percentage of caseload exiting to employment is 1.86% compared to the Provincial average of 1.18%.

To develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency

Average % of caseload exiting to employment - Performance Report

Target: Higher than Ontario Average

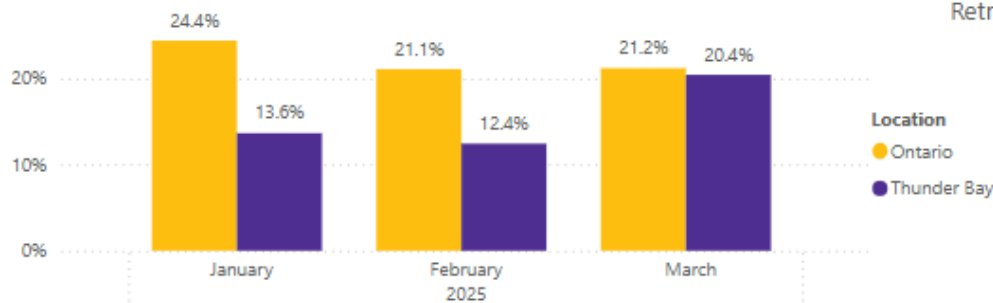


1.8%

of Caseload Exiting to
Employment - including
Retroactive Case Closures

Average % of terminations exiting to employment - Performance Report

Target: Higher than Ontario Average



% of clients that are employment-ready - *Unable to report - waiting on Common Assessment Tool*

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%

The above KPI's will be reported from Q2 onwards.

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 with 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 and is reported annually in Q4.

*Increase the number of available licensed home child care spaces**

of Licensed Home Child Care Spaces



**This is in accordance with TBDSSAB's Canada Wide Early Learning Child Care (CWELCC) growth target for 2024.*

Reporting frequency: Annually.

To increase Child Care and Early Years' Staff Capacity

% of educators reporting the professional learning they accessed met their needs



Reporting frequency: Annually.

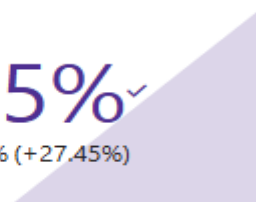
TBDSSAB's pedagogical model has been implemented and Administration is targeting 80% of service providers showing improvement over time using the Capacity Building Rubric.

To support Ontario's pedagogy for the early years: "How does learning happen?"

% of Pedagogical Model Implemented

25.5%✓

Goal: 20% (+27.45%)



Administration has oversight of service providers governance, administrative, and financial accountability. Administration is targeting to have six operational reviews completed in 2025. This KPI is reported annually at year end.

To increase oversight of service provider's governance, administrative, and financial accountabilities.

of Governance, Administrative and Financial Reviews administered



*Per scheduled time available -
Reporting Frequency: Annually.*

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).



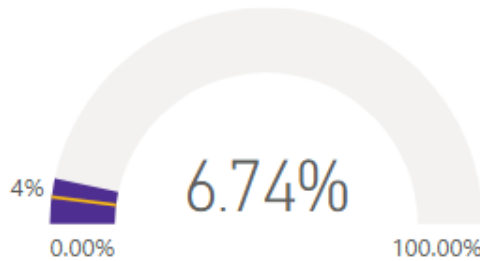
In support of the Province's goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters. Through outreach and engagement, staff work with these individuals to find more permanent housing solutions. The KPIs relate to the number of chronic homelessness individuals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

Housing Operations

Vacancies in TBDSSAB-owned housing units occur 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 provide clean, safe, well-maintained, affordable housing options for tenants

Total Vacancy Rate for the Quarter



263

Complaints about Cleanliness or Garbage in the Tenant Survey*



-15.0%

Target: Decrease in Complaints about Cleanliness or Garbage in 2024 Survey

To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services

44.3%

Positive Responses to Tenant Survey**



15.0%

Target: Increase in Positive Responses in 2024 Survey

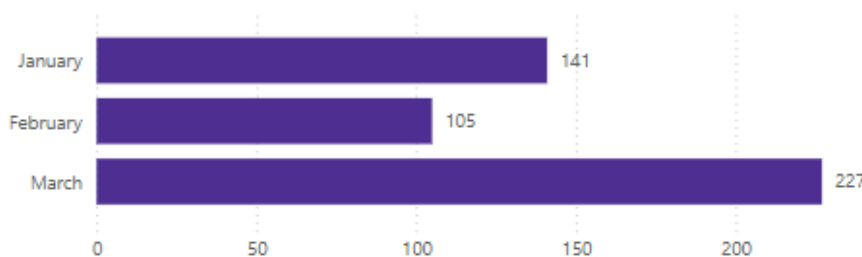
* Complaints for cleanliness or garbage are all "Poor" responses to 4 questions of the 2024 Tenant Survey - 11.5% of the total responses to these questions.

** Positive responses to tenant survey are of all questions asked in the 2024 Tenant Survey

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. The number of agencies providing direct services within TBDSSAB properties was 28 at the end of Q1 and is on track to exceed the target for the year.

To create vibrant communities for tenants through engagement and collaboration with community partners

Tenant Referrals Made to Services by Month



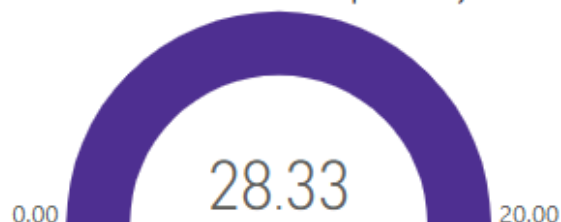
50

Target: Referrals Per Month

Community Partners with Services in Properties by Month

20

Target: Community Partners for 2025





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

Fiduciary Responsibility Checklist

Year: 2025


[Supporting Documents](#)

	Q1	Q2	Q3	Q4	Comments
Corporate Filings					
Canada Pension Plan Contributions	✓				
Employment Insurance Premiums	✓				
Employer Health Tax (EHT) Premiums	✓				
Income Tax Deductions	✓				
OMERS Contributions	✓				
Workplace Safety and Insurance Board Premiums	✓				
T4s	✓				
EHT Annual Return	✓				
Harmonized Sales Tax Rebate	✓				
Tax Filing (TBDHC)					
Internal Governance					
Bank Reconciliation	✓				
Listing of Cheques	✓				
Debt Payments Made	✓				
Insurance Renewal	✓				
Provincial Reporting					
Ontario Works Monthly Subsidy Claim (20 th of each month)	✓				
OW Budget Submission	✓				
OW Mid-Year and Year-End Report					
Child Care & Early Years Estimates Report					
Child Care & Early Years Financial Statement Report					
Service Manager Annual Information Return					
Social Housing TWOMO Report	✓				
Canada-Ontario Community Housing Initiative Report	✓				
Canada-Ontario Housing Benefit	✓				
Ontario Priorities Housing Initiative Report	✓				
Homelessness Prevention Program Report	✓				

I certify, to the best of my knowledge and belief, that the above remittances, contributions, filings, and reporting requirements were completed during the period in accordance with established requirements and timelines.

And, I certify, to the best of my knowledge and belief, that TBDSSAB is in compliance with all applicable labour laws, including the Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act, Employment Standards Act, and Canada Labour Code.


Director - Corporate Services Division 07-May-25
Date


Chief Executive Officer 07-May-25
Date