THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

BOARD REPORT

REPORT NO.: 2025-41

MEETING DATE: NOVEMBER 20, 2025

SUBJECT: PROPOSED 2026 OPERATING AND CAPITAL BUDGET

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) the proposed 2026 Operating and Capital Budgets for the Board's review and discussion.

BACKGROUND

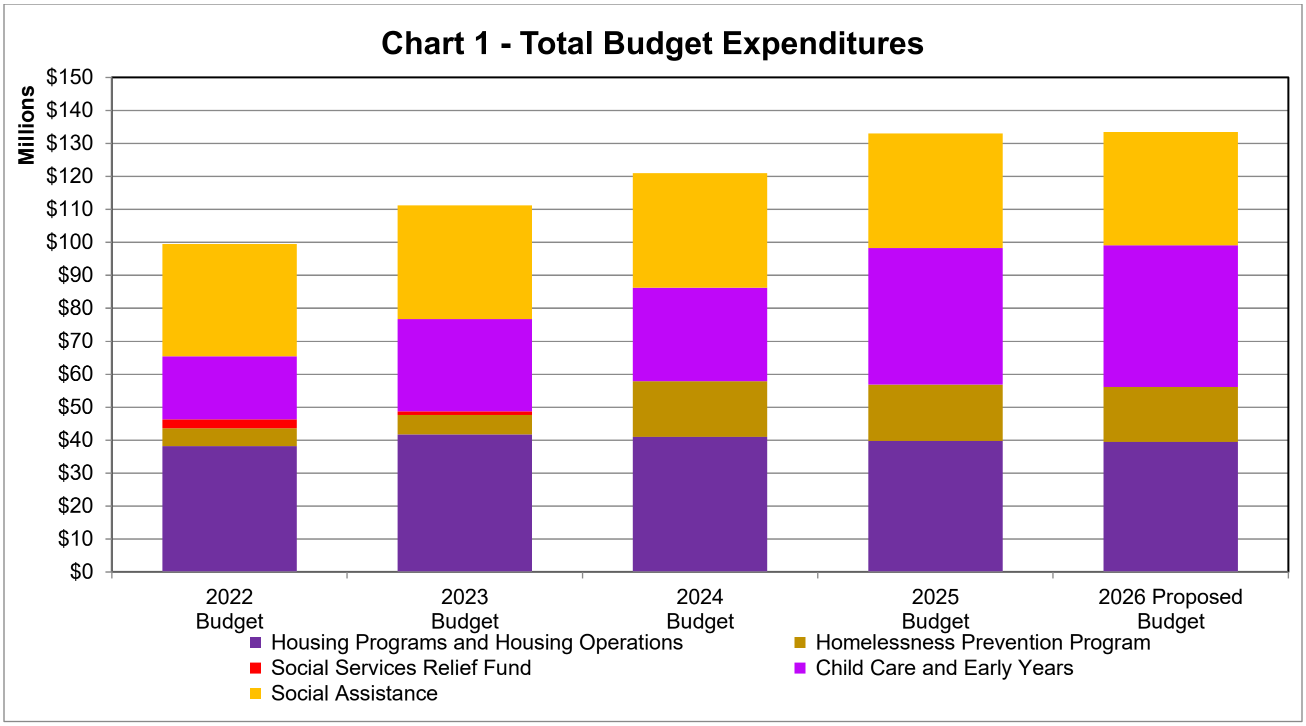
Each year, Administration prepares a Budget for the programs administered by TBDSSAB, including Social Assistance, Child Care and Early Years, Housing and Homelessness Prevention, and Housing Operations. The cost-sharing formulae of the various programs is presented in Table 1 – Cost Sharing Formulae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

Table 1 – Cost Sharing Formulae	
Program	**Cost-Sharing**
Social Assistance	
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.
Child Care and Early Years	
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)	A portion is 100% Provincially funded, a portion is cost-shared 80%/20% Provincial/Municipal, and a portion is 100% Federally funded.
EarlyON	100% Provincially funded.
Administration	A Portion is cost-shared 50%/50% Provincial/Municipal, up to the established benchmark, and a portion is 100% Federally funded.
Community Housing and Homelessness Programs	
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.

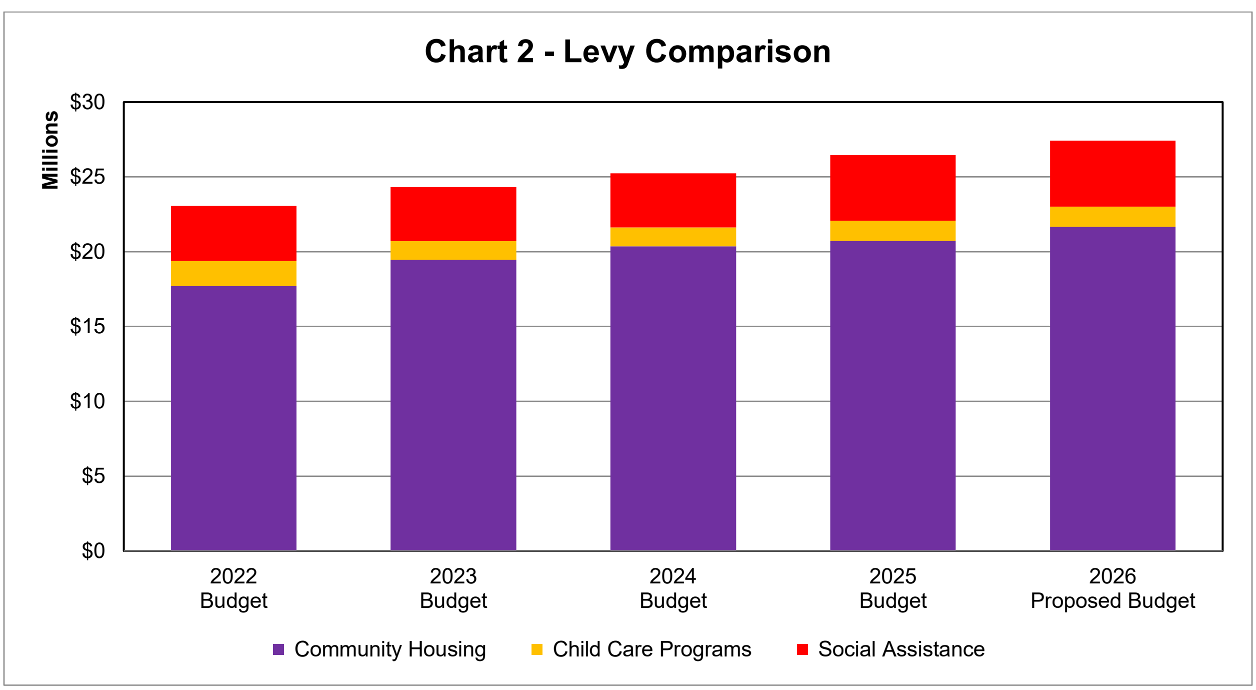
The proposed 2026 TBDSSAB Operating Budget is $133,091,900 (2025: $132,680,800) and represents an increase of $411,100, or 0.3%, from the prior year.

Chart 1 – Total Budget Expenditures (below) identifies the Operating Expenditure Budget for the years 2022, through to the proposed 2026 Budget, across the program areas: Social Assistance, Child Care and Early Years, Housing and Homelessness Programs.



The proposed 2026 Levy to Municipalities and TWOMO is $27,419,100 (2025: $26,456,100), an increase of 3.6% over the 2025 approved levy.

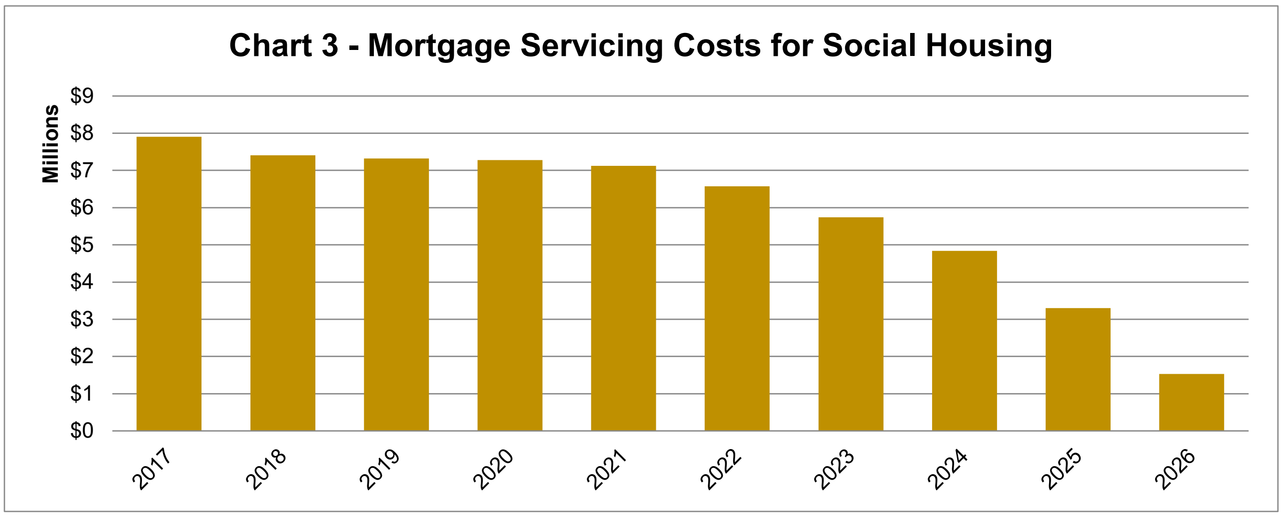
Chart 2 – Levy Comparison (below) compares the approved Municipal Levy for the years 2022 through to the proposed 2026 Levy. This chart illustrates an overall levy increase of 18% since 2022.



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 $7.9 million in 2017, to $1.5 million estimated in 2026, 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 2026 TBDSSAB Operating Budget totals $133,091,900 and represents an increase of $411,100 or 0.3%, from the 2025 approved Budget of $132,680,800. Changes within each program area are outlined below. Attachment #1 provides the complete proposed 2026 Operating Budget Summary.

The proposed 2026 Operating Budget results in a total increase to the Municipal Levy of $963,000 or 3.6%, compared to the Board-approved 2025 Levy. The proposed 2026

Budget Levy, by program area, is provided in Table 2 – Total Change in Proposed Levy by Program Funding Area (below):

Table 2 – Total Change in Proposed Levy by Program Funding Area

Program	2025 Budget Levy ($)*	2026 Proposed Levy ($)*	Increase / (Decrease) ($)*	% Change
Social Assistance	4,440,800	4,472,200	31,400	0.7%
Child Care and Early Years	1,372,900	1,371,700	(1,200)	(0.1%)
Community Housing	21,042,400	21,975,200	932,800	4.4%
Income Earned on Unrestricted Funds	(400,000)	(400,000)	-	0.0%
Total Levy	**26,456,100**	**27,419,100**	**963,000**	**3.6%**

*amounts have been rounded to the nearest hundred

Staffing Resources

The Full-Time-Equivalent (FTE) staffing resources for 2026 total 170.76. 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 year 2025 the following changes were implemented:

1. 1.0 FTE in-year expansion in the Finance Department being the Supervisor, Accounting.
2. Conversion of 1.0 FTE Senior Financial Analyst to 1.0 FTE Financial Analyst.

During the 2026 budget process, the CEO did not approve expansions or staff reductions.

The Board

The Budget for the Board is consistent with the 2025 budget and includes Board member honorariums, travel and meeting expenses, insurance, and legal fees. The proposed 2026 Budget of $126,800 is $2,200 (1.8%) more than the 2025-approved budget ($124,600) and reflects an increase in insurance costs.

Office of the Chief Executive Officer

The proposed Office of the CEO Budget totals $1,307,300 in 2026, a decrease of $7,500 (0.6%) from the 2025-approved Budget of $1,314,800. Most of the decrease is due to the decrease in personnel services costs offset partially by contracted services and materials. 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 2026 Budget for the Corporate Services Division totals $5,724,800, an increase of $304,800 (5.6%) over the 2025 approved Budget of $5,420,000.

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.

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 2026 totals $1,046,500 (2025: $1,021,800) and covers all the expenditure 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.

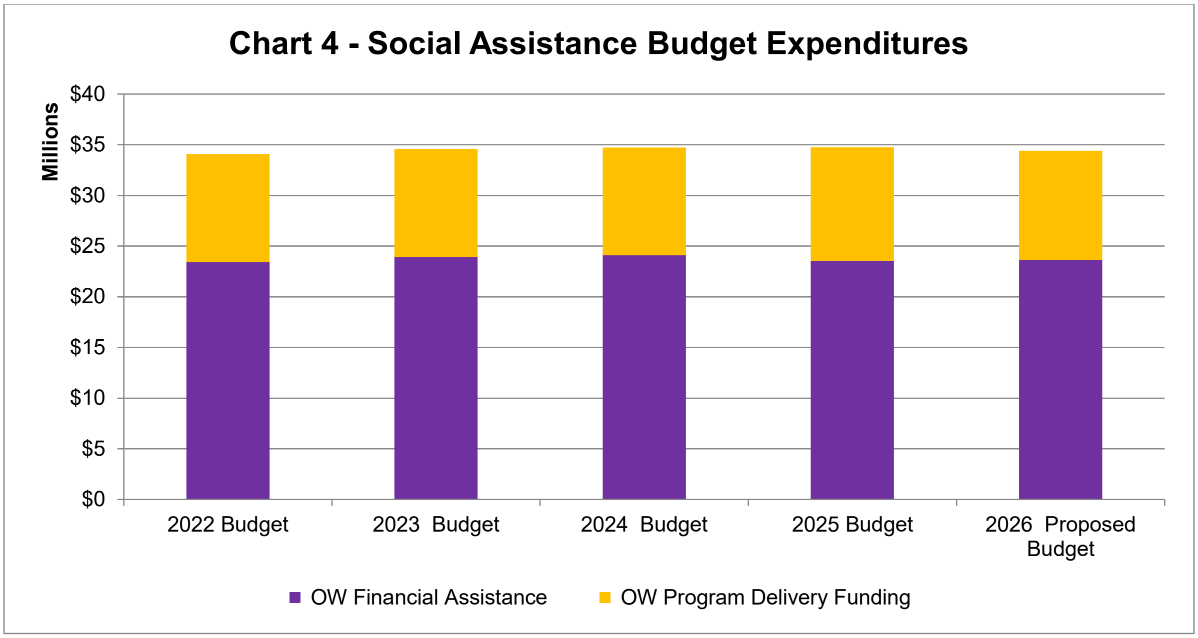
Integrated Social Services Program Support

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 $2,331,900 (2025: $2,170,000).

Social Assistance

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

Total 2026 Social Assistance Budget expenditures of $34,403,900 are $345,000 (1.0%) lower than the 2025 approved Budget ($34,748,900). The breakdown and comparison of years 2022 through to the proposed 2026 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. In 2025, the average actual caseload decreased by 3% compared to the 2024 levels; However, Administration is including a 1.7% increase over 2025 actual caseloads for 2026 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 2026. The proposed 2026 OW client allowances and benefits budget of $23,639,600 reflects the estimated cost/case of the 2026 caseload estimates. Because the total annual estimated monthly caseload in 2026 is above the 2025 budgeted levels, the costs are $93,400 higher than the 2025 approved budget. As the full cost of OW client allowances and benefits are 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 2026 OW PDF allocation will be $10,764,300, (2025: $11,202,700), and reflects a decrease in OW PDF.

The decrease is a funding reduction of $408,900 related to the implementation of Employment Services Transformation (EST). This was 100% funding from the Province.

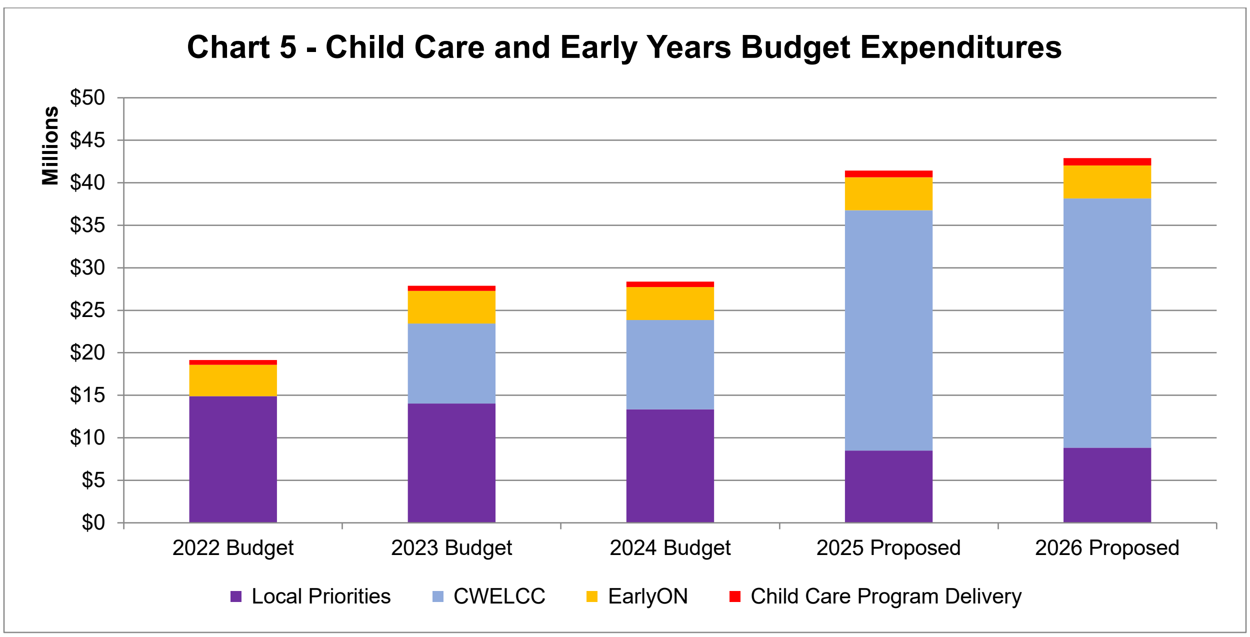
Child Care and Early Years

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 now funded by the Province, municipalities and by the federal government.

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 2026 Child Care and Early Years Budget expenditures of $42,908,900 are $1,459,200 (3.5%) more than the 2025 total budget expenditure of $41,449,700 which is due to the increased federal funding through CWELCC.

The breakdown of expenditures for the years 2022 through to the proposed 2026 Budget are 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, a portion is 100% Provincially funded, a portion is Cost-shared 80% 20% Provincial/Municipal, and a portion is 100% Federally funded. The funding must be utilized in the order stated above with federal funding being the last source of funding. For 2026, the funding framework reflects a fee set at $22/day although the Province had indicated a desire to reduce the average rate for fees to be $10/day by end of 2026.

CWELCC funding for 2026 is $29,317,100 being a $1,046,900 (3.7%) increase on the $28,270,200 for 2025 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 2026 is $8,826,900.

The funding will have a portion being 100% Provincially funded, and a portion being cost-shared 80%/20% Provincial/Municipal.

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 2025 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 2026 Levy attributable to Child Care and Early Years is $1,371,700, a decrease of $1,200 (0.1%) from the 2025 level of $1,372,900.

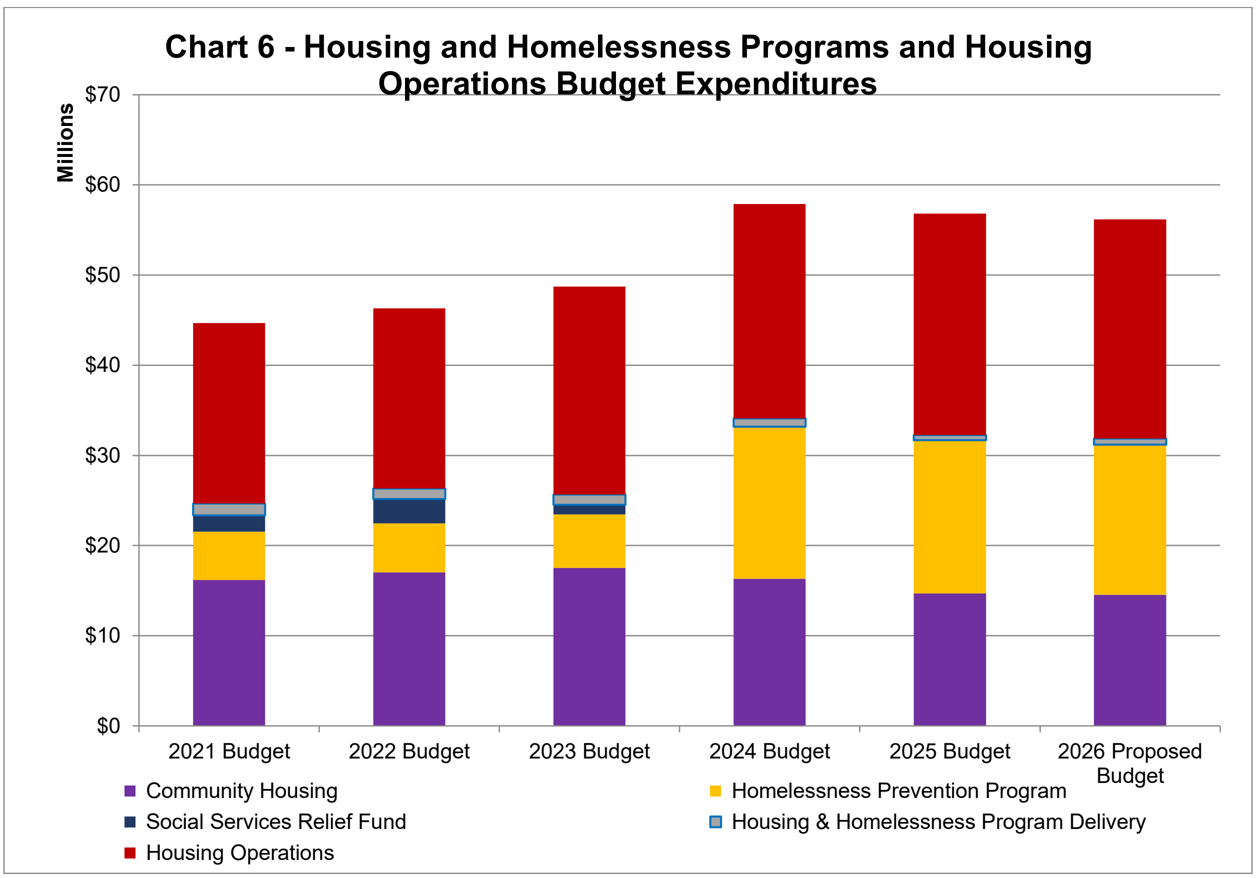
Child Care Program Delivery

Effective January 1, 2025, the Province announced the total Administration allocation for 2026 at $698,900 being cost shared at 50% 50% provincial/municipalities as well as $210,355 being 100% federally funded. Total 2026 Budget expenditures for Child Care Program Delivery are $878,300 which are $74,900 (9.3%) higher than the 2025 approved budget of $803,400. To maximize the provincial investment in childcare programming, the budget includes a proportionate increase financed by the Early Years reserve fund related to Child Care and Early Years.

Housing and Homelessness Programs and Housing Operations

The housing area within TBDSSAB is comprised of two components: Housing and Homelessness Programs, and Housing Operations.

The total combined proposed 2026 Housing and Homelessness Prevention and Housing Operations Budget of $56,181,100 is $637,800 lower than the 2025 approved budget of $56,818,900. The breakdown of expenses for the years 2022 through to the proposed 2026 budget is provided below in Chart 6 – Housing and Homelessness Programs and Housing Operations Budget Expenditures. The proposed 2026 Levy of $21,975,200, is $932,800 (4.4%) higher than the prior year (2025: $21,042,400).



The following are components of the Housing and Homelessness Programs 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 2025, upon mortgage expiry, one housing provider operating agreement ended. In 2026 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 2026 Budget includes $764,200 (2025: $541,100) which will provide rent subsidy to the seven non-profit housing providers with expired mortgages.

After removing the seven former Provincial Reformed housing providers, and applying the MMAH indices to the remaining providers, the 2026 subsidy to Provincial Reformed housing providers will be $4,248,800 (2025: $4,887,800) which is $639,000 less than the 2025 approved Budget. There is a corresponding decrease of $717,900 in the Federal “block” funding as a result of operating agreement expiries.

Urban Native Housing Program

For 2026, there is a decrease of $185,200 in subsidy to these housing providers to $623,600 (2025: $808,800). 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 2026 Rent Supplement Budget (Private Landlord and Non-Profit) of $3,124,300 (2025: $3,029,100) is $95,200 higher than the 2025 approved budget. The proposed 2026 Budget reflects a strategy to maintain the average units expected for 2026. The budget allows for an average of 400 rental supplement units per month (2025: 402).

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 2026, the PHB budget expenditures of $1,349,500 are $78,300 higher than the 2025 approved budget ($1,271,200) and support the recommendations within Report No. 2025-39 – Update on the Attainment of TBDSSAB's Service Level Standards, approved at the October 16, 2025, Board Meeting to secure up to 30 additional PHBs. This will bring the total to an average of 367 PHBs per month for 2026.

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 2026. 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 2026 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 2026, Administration will continue to use COCHI funds to support rent supplement agreements for former Urban Native Housing Program units ($1,325,800) and continue to provide transitional operating funding. The remaining COCHI allocation ($2,156,300) will be to address capital needs. This initiative supports the sustainability of community housing by maintaining the supply of affordable housing units in the portfolio. If or when updated funding criteria is 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 2026 Budget, of $16,549,000 includes $8,046,100 allocated across Operating service categories (Community Outreach and Support, Emergency Shelter Solutions, Housing Assistance, Supportive Housing), and $6,494,000 allocated to Capital (new facilities) consistent with the Board approved Investment Plan.

Housing and Homelessness Prevention Program Delivery

The proposed 2026 Budget for Housing Program Administration totals $594,100 (2025: $572,600), and includes costs associated with supporting community housing providers, and administering housing programs including rent supplement and affordable housing.

Housing Operations

The proposed 2026 Budget for Direct-Owned Housing Operations totals $24,309,400 (2025: $24,557,100), 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:

- $5,913,600 (2025: $5,889,800) for Municipal property taxes:
- $4,410,700 (2025: $4,568,300) in utility costs (natural gas, water and electricity):
- $1,283,300 (2025: $1,651,000) in debt servicing costs:
- $1,055,800 (2025: $1,055,800) for property insurance.

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

The proposed 2026 Budget also includes amounts for:

- Repairs and Maintenance of $3,241,800 (2025: $3,535,500), which relates to the costs to repair and maintain the housing portfolio infrastructure.
- Operating Services Budget of $3,019,100 (2025: $2,935,000) 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 $11,085,900, which is $537,900 (5.1%) more than the 2025-approved budget (10,548,000).

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 $2,915,000, (2025: $3,165,000) 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 71 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	14	485,000
Planned Projects that require regular cyclical replacement	31	1,055,000
Green Projects that impact the environment in a positive manner	12	475,000
Risk Management Projects that are related directly to risk mitigation	14	650,000
Insurance Deductibles		250,000
Total	71	$2,915,000

A listing of all planned projects is outlined in Attachment #2.

Confidential Attachment #3 provides the budgeted amounts for these planned projects.

Reserve Funds

In accordance with Board Report No. 2025-37 – 2025 Reserve and Reserve Fund Strategy Update, the proposed 2026 Budget includes strategic uses of various Reserve Funds, as follows:

Operating Budget

- Community Housing Reserve Fund: finance up to $10,000 for consultant costs related to End-of-Operating discussions with Non-Profit Housing Providers.
- Employment Compensation and Benefits: finance up to $100,000 for employment-related expenses.
- Early Years: finance up to $320,000 for childcare related expenses.
- Housing Portfolio Capital Reserve Fund:
    - contribute $3,306,400, net $2,091,400, for the Direct-Owned Housing portfolio; and
    - finance up to $1,215,000 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 $325,000 for expenditures within the Direct Owned Housing portfolio and $30,000 for consulting services to finalize the development of the beautification, security, and environmental design study.
- Office Building Reserve Fund: contribute $228,300 in accordance with the BCA plan for future capital requirements to the Headquarters Office.

Capital Budget

- Housing Portfolio Capital Reserve Fund: finance up to $2,470,000 to fund the 2026 Capital Expenditure Budget relative to housing portfolio assets.
- Office Building Reserve Fund: finance up to $195,000 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 2026 TBDSSAB Budget, as presented, would result in a total Operating Budget of $133,091,900, and includes a Municipal and TWOMO Levy of $27,419,100, which represents an increase of $963,000, or 3.6%, relative to the 2025 approved levy.

The proposed 2026 Capital Budget expenditures total $2,915,000, 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 2026 TBDSSAB Operating Budget, which totals $133,091,900, provides for all core programs, 170.76 FTE staff resources, and includes financing from the Municipal and TWOMO Levy of $27,419,100.

It is also concluded that the proposed 2026 Capital Budget, as presented, would result in total expenditures of $2,915,000 for various direct-owned housing properties.

REFERENCE MATERIALS

Attachment #1 Proposed 2026 Operating Budget Summary

#2 Proposed 2026 Capital Budget Project Summary

#3 Confidential Proposed 2026 Capital Budget Project Financial Summary (Presented in Closed Session only)

PREPARED BY:	Tafadzwa Mukubvu, CPA, Manager, Finance
SIGNATURE	
APPROVED BY	Richard Jagielowicz CPA, CA, CBV, Director, Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2026 Operating Budget

Proposed Budget November 20, 2025

The District of Thunder Bay Social Services Administration Board

Operating Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Social Assistance	34,707,400	34,748,900	34,403,900	(345,000)	-1.0%
Child Care and Early Years	28,357,000	41,449,700	42,908,900	1,459,200	3.5%
Community Housing and Homelessness Prevention Programs	57,868,700	56,818,900	56,181,100	(637,800)	-1.1%
Other Recoveries	(186,000)	(336,700)	(402,000)	(65,300)	19.4%
Total Expenditures	**120,747,100**	**132,680,800**	**133,091,900**	**411,100**	**0.3%**
Financing					
Grants					
Provincial Grants	64,001,700	58,254,100	66,497,300	8,243,200	14.2%
Federal Grants	21,343,800	36,739,100	27,996,900	(8,742,200)	-23.8%
Revenue					
Rents	11,535,500	11,762,600	12,163,200	400,600	3.4%
Other Revenue	357,800	245,600	250,100	4,500	1.8%
Income Earned on Unrestricted Funds	400,000	400,000	400,000	-	0.0%
Income Earned on Reserve Funds	750,000	750,000	750,000	-	0.0%
Levy to Municipalities and TWOMO	25,233,000	26,456,100	27,419,100	963,000	3.6%
Reserve Funds					
From (to) Community Housing Reserve Fund	10,000	60,000	10,000	(50,000)	-83.3%
From (to) Housing Portfolio Capital Reserve Fund	(2,406,900)	(1,464,200)	(2,091,400)	(627,200)	42.8%
From (to) Levy Stabilization Reserve Fund	429,300	355,000	355,000	-	0.0%
From (to) Office Building Reserve Fund	(207,100)	(217,500)	(228,300)	(10,800)	5.0%
From (to) Early Years Reserve Fund	50,000	-	320,000	320,000	n/a
From (to) Employment Compensation and Benefits Reserve Fund	-	90,000	-	(90,000)	-100.0%
From (to) Reserve Funds	(750,000)	(750,000)	(750,000)	-	0.0%
Total Financing	**120,747,100**	**132,680,800**	**133,091,900**	**411,100**	**0.3%**

The District of Thunder Bay Social Services Administration Board

Operating Budget Summary by Program

	Board			Office of Chief Executive Officer		
	2024 Bud	2025 Bud	2026 Bud	2024 Bud	2025 Bud	2026 Bud
Financing						
Levy to municipalities and TWOMO	-	-	**-**	-	-	**-**
Income on unrestricted funds	-	-	**-**	-	-	**-**
Income on restricted funds	-	-	**-**	-	-	**-**
Rents	-	-	**-**	-	-	**-**
Provincial grants	-	-	**-**	-	-	**-**
Federal grants	-	-	**-**	-	-	**-**
Other revenue	-	-	**-**	-	-	**-**
From (to) reserve funds	-	-	**-**	22,500	90,000	**-**
Imputed rent adjustment	-	-	**-**	-	-	**-**
Total Financing	-	-	**-**	22,500	90,000	**-**
Expenditures						
Personnel services	54,400	54,400	**56,200**	1,083,300	1,085,300	**1,048,900**
Interest on long-term debt	-	-	**-**	-	-	**-**
Materials	60,500	67,700	**68,100**	154,400	157,200	**163,600**
Contracted services	-	2,500	**2,500**	90,300	72,300	**94,800**
Rents and financial expenses	-	-	**-**	-	-	**-**
External transfers	-	-	**-**	-	-	**-**
Repayment of long-term debt	-	-	**-**	-	-	**-**
Program administration recovery	-	-	**-**	-	-	**-**
Allocation of internal admin	(114,900)	(124,600)	**(126,800)**	(1,305,500)	(1,224,800)	**(1,307,300)**
Imputed rent recovery	-	-	**-**	-	-	**-**
Total Expenditures	-	-	**-**	22,500	90,000	**-**
Excess (Deficiency) of Revenues Over Expenses	**-**	**-**	**-**	**-**	**-**	**-**

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

	Corporate Services			Integrated Social Services Program Support		
	2024 Bud	2025 Bud	2026 Bud	2024 Bud	2025 Bud	2026 Bud
Financing						
Levy to municipalities and TWOMO	(400,000)	(400,000)	**(400,000)**	-	-	-
Income on unrestricted funds	400,000	400,000	**400,000**	-	-	-
Income on restricted funds	750,000	750,000	**750,000**	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	3,500	3,500	**3,500**	-	-	-
From (to) reserve funds	(757,100)	(937,500)	**(948,300)**	-	-	-
Imputed rent adjustment	(204,900)	(242,700)	**(207,200)**	-	-	-
Total Financing	(208,500)	(426,700)	**(402,000)**	-	-	-
Expenditures						
Personnel services	2,718,100	2,875,600	**3,076,400**	2,413,500	2,605,500	**2,672,000**
Interest on long-term debt	73,900	65,000	**56,200**	-	-	-
Materials	1,990,600	1,990,200	**2,112,800**	64,500	62,200	**159,400**
Contracted services	151,800	83,800	**63,800**	-	-	-
Rents and financial expenses	13,500	13,500	**13,500**	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	315,000	326,000	**335,000**	-	-	-
Program administration recovery	19,800	21,700	**21,800**	(476,100)	(497,700)	**(499,500)**
Allocation of internal admin	(4,083,400)	(4,324,000)	**(4,603,000)**	(2,001,900)	(2,170,000)	**(2,331,900)**
Imputed rent recovery	(1,407,800)	(1,478,500)	**(1,478,500)**	-	-	-
Total Expenditures	(208,500)	(426,700)	**(402,000)**	-	-	-
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

The District of Thunder Bay Social Services Administration Board

Operating Budget Summary by Program

	Social Assistance			Child Care and Early Years Programs		
	2024 Bud	2025 Bud	2026 Bud	2024 Bud	2025 Bud	2026 Bud
Financing						
Levy to municipalities and TWOMO	3,676,500	4,440,800	**4,472,200**	1,283,900	1,372,900	**1,371,700**
Income on unrestricted funds	-	-	**-**	-	-	**-**
Income on restricted funds	-	-	**-**	-	-	**-**
Rents	-	-	**-**	-	-	**-**
Provincial grants	30,889,500	30,121,100	**29,790,900**	15,517,300	10,796,100	**19,604,300**
Federal grants	-	-	**-**	11,495,600	29,268,600	**21,602,500**
Other revenue	-	-	**-**	-	-	**-**
From (to) reserve funds	-	-	-	50,000	-	**320,000**
Imputed rent adjustment	141,400	187,000	**140,800**	10,200	12,100	**10,400**
Total Financing	34,707,400	34,748,900	**34,403,900**	28,357,000	41,449,700	**42,908,900**
Expenditures						
Personnel services	3,977,000	3,911,400	**3,871,500**	442,300	465,000	**484,700**
Interest on long-term debt	-	-	**-**	-	-	**-**
Materials	484,600	366,200	**426,000**	50,800	56,000	**57,000**
Contracted services	5,000	5,000	**5,000**	4,700	4,700	**4,700**
Rents and financial expenses	107,200	107,200	**107,200**	-	-	**-**
External transfers	25,205,000	24,067,500	**23,760,300**	27,059,300	39,978,300	**41,361,600**
Repayment of long-term debt	-	-	**-**	-	-	**-**
Program administration recovery	156,200	73,300	**73,500**	-	-	**-**
Allocation of internal admin	3,801,000	5,079,900	**5,155,000**	729,500	871,800	**927,000**
Imputed rent recovery	971,400	1,138,400	**1,005,400**	70,400	73,900	**73,900**
Total Expenditures	34,707,400	34,748,900	**34,403,900**	28,357,000	41,449,700	**42,908,900**
Excess (deficiency) of Revenues over expenses	**-**	**-**	**-**	**-**	**-**	**-**

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

	Community Housing and Homelessness Programs			Total		
	2024 Bud	2025 Bud	2026 Bud	2024 Bud	2025 Bud	2026 Bud
Financing						
Levy to municipalities and TWOMO	20,672,600	21,042,400	**21,975,200**	25,233,000	26,456,100	**27,419,100**
Income on unrestricted funds	-	-	**-**	400,000	400,000	**400,000**
Income on restricted funds	-	-	**-**	750,000	750,000	**750,000**
Rents	11,535,500	11,762,600	**12,163,200**	11,535,500	11,762,600	**12,163,200**
Provincial grants	17,594,900	17,336,900	**17,102,100**	64,001,700	58,254,100	**66,497,300**
Federal grants	9,848,200	7,470,500	**6,394,400**	21,343,800	36,739,100	**27,996,900**
Other revenue	354,300	242,100	**246,600**	357,800	245,600	**250,100**
From (to) reserve funds	(2,190,100)	(1,079,200)	**(1,756,400)**	(2,874,700)	(1,926,700)	**(2,384,700)**
Imputed rent adjustment	53,300	43,600	**56,000**	-	-	**-**
Total Financing	57,868,700	56,818,900	**56,181,100**	120,747,100	132,680,800	**133,091,900**
Expenditures						
Personnel services	4,521,400	5,001,700	**5,171,400**	15,210,000	15,998,900	**16,381,100**
Interest on long-term debt	100,000	59,500	**27,500**	173,900	124,500	**83,700**
Materials	19,945,300	21,631,300	**21,570,200**	22,750,700	24,330,800	**24,557,100**
Contracted services	20,000	70,000	**20,000**	271,800	238,300	**190,800**
Rents and financial expenses	9,600	9,600	**9,600**	130,300	130,300	**130,300**
External transfers	27,803,300	25,894,700	**25,036,200**	80,067,600	89,940,500	**90,158,100**
Repayment of long-term debt	1,827,800	1,591,500	**1,255,800**	2,142,800	1,917,500	**1,590,800**
Program administration recovery	300,100	402,700	**404,200**	-	-	**-**
Allocation of internal admin	2,975,200	1,891,700	**2,287,000**	-	-	**-**
Imputed rent recovery	366,000	266,200	**399,200**	-	-	**-**
Total Expenditures	57,868,700	56,818,900	**56,181,100**	120,747,100	132,680,800	**133,091,900**
Excess (deficiency) of Revenues over expenses	**-**	**-**	**-**	**-**	**-**	**-**

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2026 Board Budget Summary

The District of Thunder Bay Social Services Administration Board

Board Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Personnel services	54,400	54,400	**56,200**	1,800	3.3%
Interest on long-term debt	-	-	**-**	-	n/a
Materials	60,500	67,700	**68,100**	400	0.6%
Contracted services	-	2,500	**2,500**	-	0.0%
Rents and financial expenses	-	-	**-**	-	n/a
External transfers	-	-	**-**	-	n/a
Total Expenditures	**114,900**	**124,600**	**126,800**	**2,200**	**1.8%**
Financing					
Other revenue	-	-	**-**	**-**	n/a
From levy stabilization reserve fund	-	-	**-**	-	n/a
Allocation					
Direct-owned community housing building operations	(23,000)	(6,200)	**(6,300)**	(100)	1.6%
Ontario Works	(45,900)	(81,100)	**(82,400)**	(1,300)	1.6%
Child care and Early Years	(23,000)	(17,400)	**(17,800)**	(400)	2.3%
Housing Programs	(23,000)	(19,900)	**(20,300)**	(400)	2.0%
Unallocated	**-**	**-**	**-**	-	**n/a**

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

Division: Board

Cost Center: 11010 - Board

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511200 Honorariums	51,900	51,900	53,700	-	-	**53,700**	3.5%
512150 Payroll remittances	2,500	2,500	2,500	-	-	**2,500**	0.0%
531125 Diversity Equity and Inclusion	500	500	500		-	**500**	0.0%
531150 Training	2,500	2,500	2,500	-	-	**2,500**	0.0%
531200 Mileage	11,100	13,000	12,500	-	-	**12,500**	-3.8%
531220 Travel (Board)	5,600	4,100	4,600	-	-	**4,600**	12.2%
531220 Travel (conference)	4,800	5,600	5,600	-	-	**5,600**	0.0%
531230 Registration fees	1,900	2,200	2,200	-	-	**2,200**	0.0%
531240 Paid meals	1,900	2,000	2,000	-	-	**2,000**	0.0%
531250 Meeting expense	5,400	5,400	5,400	-	-	**5,400**	0.0%
531510 Office supplies	-	-	300	-	-	**300**	n/a
531550 Corporate memberships	10,600	11,100	11,100	-	-	**11,100**	0.0%
532320 Insurance - public liability	16,200	21,300	21,400	-	-	**21,400**	0.5%
541130 Legal fees	-	2,500	2,500	-	-	**2,500**	0.0%
Total Expenditures	**114,900**	**124,600**	**126,800**	**-**	**-**	**126,800**	**1.8%**
Financing							
Transfer from Levy Stabilization Reserve Fund	-	-	-	-	-	**-**	n/a
Allocation							
481210 Direct-owned community housing building operations	(23,000)	(6,200)	(6,300)	-	-	**(6,300)**	1.6%
481210 Ontario Works	(45,900)	(81,100)	(82,400)	-	-	**(82,400)**	1.6%
481210 Child care and Early Years	(23,000)	(17,400)	(17,800)	-	-	**(17,800)**	2.3%
481210 Housing Programs	(23,000)	(19,900)	(20,300)	-	-	**(20,300)**	2.0%
Total Allocation	**(114,900)**	**(124,600)**	**(126,800)**	**-**	**-**	**(126,800)**	**1.8%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2026 Office of the Chief Executive Officer Budget Summary

The District of Thunder Bay Social Services Administration Board

Consolidated Office of the Chief Executive Officer Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	1,083,300	1,085,300	1,048,900	-	-	**1,048,900**	(36,400)	-3.4%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	154,400	157,200	163,600	-	-	**163,600**	6,400	4.1%
Contracted services	90,300	72,300	94,800	-	-	**94,800**	22,500	31.1%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**1,328,000**	**1,314,800**	**1,307,300**	**-**	**-**	**1,307,300**	**(7,500)**	**-0.6%**
Financing:								
Levy Stablization reserve fund	(22,500)	-	-	-	-	**-**	-	n/a
Employment Compensation and Benefits reserve fund	-	(90,000)	-	-	-	**-**	90,000	-100.0%
Allocation								
Direct-owned community housing building operations	(295,700)	(154,900)	(166,800)	-	-	**(166,800)**	(11,900)	7.7%
Ontario Works	(637,200)	(827,400)	(883,500)	-	-	**(883,500)**	(56,100)	6.8%
Child care and Early Years	(146,100)	(109,000)	(115,400)	-	-	**(115,400)**	(6,400)	5.9%
Housing Programs	(226,500)	(133,500)	(141,600)	-	-	**(141,600)**	(8,100)	6.1%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Office of the Chief Executive Officer Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	541,000	637,900	576,700	-	-	**576,700**	(61,200)	-9.6%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	46,200	52,300	54,100	-	-	**54,100**	1,800	3.4%
Contracted services	-	-	-	-	-	**-**	-	n/a
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**587,200**	**690,200**	**630,800**	**-**	**-**	**630,800**	**(59,400)**	**-8.6%**
Financing:								
Levy Stablization reserve fund	-	-	-	-	-	**-**	-	n/a
Employment Compensation and Benefits reserve fund	-	(90,000)	-	-	-	**-**	90,000	-100.0%
Allocation								
Direct-owned community housing building operations	(58,700)	(30,000)	(31,500)	-	-	**(31,500)**	(1,500)	5.0%
Ontario Works	(234,900)	(390,200)	(410,000)	-	-	**(410,000)**	(19,800)	5.1%
Child care and Early Years	(117,400)	(84,000)	(88,300)	-	-	**(88,300)**	(4,300)	5.1%
Housing Programs	(176,200)	(96,000)	(101,000)	-	-	**(101,000)**	(5,000)	5.2%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Office of the Chief Executive Officer

Cost Center: 11020 - Office of the CEO

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	423,800	414,500	448,900	-	-	**448,900**	8.3%
511280 Wage contingency		101,200		-	-	**-**	-100.0%
512150 Payroll remittances	28,800	30,100	30,900	-	-	**30,900**	2.7%
512160 OMERS expense	46,900	46,900	50,100	-	-	**50,100**	6.8%
512170 Group benefits	14,400	17,700	17,800	-	-	**17,800**	0.6%
512180 Insured benefits	21,100	21,500	22,600	-	-	**22,600**	5.1%
512190 WSIB premiums	6,000	6,000	6,400	-	-	**6,400**	6.7%
531150 Employee training	600	600	600	-	-	**600**	0.0%
531200 Mileage	600	300	500	-	-	**500**	66.7%
531220 Travel	11,700	16,200	17,000	-	-	**17,000**	4.9%
531230 Registration fees	3,500	4,900	4,900	-	-	**4,900**	0.0%
531240 Paid meals	2,400	3,100	3,100	-	-	**3,100**	0.0%
531250 Meeting expense	4,900	5,100	5,200	-	-	**5,200**	2.0%
531320 Software maintenance	-	-	200			**200**	n/a
531360 Computer services	300	300	400	-	-	**400**	33.3%
531510 Office supplies	600	400	400	-	-	**400**	0.0%
531530 Printing - external	900	900	900	-	-	**900**	0.0%
531545 Association dues	1,200	-	-	-	-	**-**	n/a
531550 Corporate memberships	14,200	14,700	15,100	-	-	**15,100**	2.7%
531570 Subscriptions	-	400	400	-	-	**400**	0.0%
531580 Promotions	3,000	3,000	3,000	-	-	**3,000**	0.0%
532110 Communications	2,300	2,400	2,400	-	-	**2,400**	0.0%
Total Expenditures	**587,200**	**690,200**	**630,800**	**-**	**-**	**630,800**	**-8.6%**
Financing							
Employment Compensation and Benefits	**-**	**(90,000)**	**-**			**-**	-100.0%
Allocation							
481210 Direct-owned community housing building operations	(58,700)	(30,000)	(31,500)	-	-	**(31,500)**	5.0%
481210 Ontario Works	(234,900)	(390,200)	(410,000)	-	-	**(410,000)**	5.1%
481210 Child care and Early Years	(117,400)	(84,000)	(88,300)	-	-	**(88,300)**	5.1%
481210 Housing Programs	(176,200)	(96,000)	(101,000)	-	-	**(101,000)**	5.2%
Total Allocation	**(587,200)**	**(600,200)**	**(630,800)**	**-**	**-**	**(630,800)**	**5.1%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	n/a

The District of Thunder Bay Social Services Administration Board

Human Resources Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	542,300	447,400	472,200	-	-	**472,200**	24,800	5.5%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	108,200	104,900	109,500	-	-	**109,500**	4,600	4.4%
Contracted services	90,300	72,300	94,800	-	-	**94,800**	22,500	31.1%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**740,800**	**624,600**	**676,500**	**-**	**-**	**676,500**	**51,900**	**8.3%**
Financing:								
Levy Stablization reserve fund	(22,500)	-	-	-	-	**-**	-	n/a
Allocation								
Direct-owned community housing building operations	(237,000)	(124,900)	(135,300)	-	-	**(135,300)**	(10,400)	8.3%
Ontario Works	(402,300)	(437,200)	(473,500)	-	-	**(473,500)**	(36,300)	8.3%
Child care and Early Years	(28,700)	(25,000)	(27,100)	-	-	**(27,100)**	(2,100)	8.4%
Housing Programs	(50,300)	(37,500)	(40,600)	-	-	**(40,600)**	(3,100)	8.3%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Office of the Chief Executive Officer
Cost Center: 11030 - Human Resources

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	419,500	326,700	362,900	-	-	**362,900**	11.1%
511280 Wage contingency	-	16,400				**-**	-100.0%
512150 Payroll remittances	34,300	28,300	29,300	-	-	**29,300**	3.5%
512160 OMERS expense	42,300	34,800	37,500	-	-	**37,500**	7.8%
512170 Group benefits	18,000	17,800	17,800	-	-	**17,800**	0.0%
512180 Insured benefits	21,000	17,400	18,400	-	-	**18,400**	5.7%
512190 WSIB premiums	6,000	4,800	5,100	-	-	**5,100**	6.3%
513110 Employee tuition reimbursement	1,200	1,200	1,200	-	-	**1,200**	0.0%
531110 Health & safety	7,200	7,200	7,500	-	-	**7,500**	4.2%
531120 Wellness	25,200	24,500	25,000	-	-	**25,000**	2.0%
531125 Diversity Equity and Inclusion	5,800	5,800	5,800	-	-	**5,800**	0.0%
531130 Recruitment	21,600	22,300	22,800	-	-	**22,800**	2.2%
531140 Corporate training	19,000	19,000	19,000	-	-	**19,000**	0.0%
531150 Employee training	2,800	2,800	2,800	-	-	**2,800**	0.0%
531200 Mileage	200	200	200	-	-	**200**	0.0%
531220 Travel	2,300	2,700	2,800	-	-	**2,800**	3.7%
531230 Registration fees	3,000	1,400	1,400	-	-	**1,400**	0.0%
531240 Paid meals	500	300	400	-	-	**400**	33.3%
531250 Meeting expense	100	100	100	-	-	**100**	0.0%
531320 Software maintenance	-	-	400			**400**	n/a
531330 Computer hardware	2,300	-	3,000	-	-	**3,000**	n/a
531360 Computer services	13,100	13,100	13,100	-	-	**13,100**	0.0%
531425 Ergo assessment service	1,700	1,700	1,500	-	-	**1,500**	-11.8%
531510 Office supplies	1,000	1,000	1,000	-	-	**1,000**	0.0%
531520 Postage and courier	100	100	100	-	-	**100**	0.0%
531530 Printing expense - external	500	500	500	-	-	**500**	0.0%
531545 Association dues	700	1,000	900	-	-	**900**	-10.0%
531570 Subscriptions	400	400	400	-	-	**400**	0.0%
532110 Communications	700	800	800	-	-	**800**	0.0%
541120 Consultant fees	80,300	60,300	82,800	-	-	**82,800**	37.3%
541130 Legal fees	10,000	12,000	12,000	-	-	**12,000**	0.0%
Total Expenditures	**740,800**	**624,600**	**676,500**	**-**	**-**	**676,500**	**8.3%**
Financing							
Levy Stabilization Reserve Fund	-22,500	-	**-**			**-**	n/a
Allocation							
481210 Direct-owned community housing building operations	(237,000)	(124,900)	(135,300)	-	-	**(135,300)**	8.3%
481210 Ontario Works	(402,300)	(437,200)	(473,500)	-	-	**(473,500)**	8.3%
481210 Child care and Early Years	(28,700)	(25,000)	(27,100)	-	-	**(27,100)**	8.4%
481210 Housing Programs	(50,300)	(37,500)	(40,600)	-	-	**(40,600)**	8.3%
Total Allocation	**(718,300)**	**(624,600)**	**(676,500)**	**-**	**-**	**(676,500)**	**8.3%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	n/a

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2026 Corporate Services Division Budget Summary

The District of Thunder Bay Social Services Administration Board

Corporate Services Division Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	2,718,100	2,875,600	3,076,400	-	-	**3,076,400**	200,800	7.0%
Interest on long-term debt	73,900	65,000	56,200	-	-	**56,200**	(8,800)	-13.5%
Materials	1,990,600	1,990,200	2,112,800	-	-	**2,112,800**	122,600	6.2%
Contracted services	151,800	83,800	63,800	-	-	**63,800**	(20,000)	-23.9%
Rents and financial expenses	13,500	13,500	13,500	-	-	**13,500**	-	0.0%
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	315,000	326,000	335,000	-	-	**335,000**	9,000	2.8%
Internal administrative expense	61,100	65,900	67,100	-	-	**67,100**	1,200	1.8%
Total Expenditures	**5,324,000**	**5,420,000**	**5,724,800**	**-**	**-**	**5,724,800**	**304,800**	**5.6%**
Recoveries								
From building overhead	(41,300)	(44,200)	(45,300)	-	-	**(45,300)**	(1,100)	2.5%
From Child Care	-	(95,200)	(95,200)	-	-	**(95,200)**	-	0.0%
Revenue								
Other revenue	(3,500)	(3,500)	(3,500)	-	-	**(3,500)**	-	0.0%
Income earned on unrestricted funds	(400,000)	(400,000)	(400,000)	-	-	**(400,000)**	-	0.0%
Income earned on restricted funds	(750,000)	(750,000)	(750,000)	-	-	**(750,000)**	-	0.0%
Financing								
From Levy Stabilization	(200,000)	(30,000)	(30,000)	-	-	**(30,000)**	-	0.0%
To office building reserve fund	207,100	217,500	228,300	-	-	**228,300**	10,800	5.0%
To reserve funds	750,000	750,000	750,000	-	-	**750,000**	-	0.0%
Allocation								
Direct-owned community housing building operations	(1,757,000)	(1,054,400)	(1,412,600)	-	-	**(1,412,600)**	(358,200)	34.0%
Ontario Works	(3,107,100)	(3,868,300)	(3,718,800)	-	-	**(3,718,800)**	149,500	-3.9%
Child care and Early Years	(247,500)	(315,600)	(338,300)	-	-	**(338,300)**	(22,700)	7.2%
Housing Programs	(379,600)	(469,000)	(516,600)	-	-	**(516,600)**	(47,600)	10.1%
Imputed Rent Adjustment	204,900	242,700	207,200	-	-	**207,200**	(35,500)	-14.6%
Reduction to Levy	**(400,000)**	**(400,000)**	**(400,000)**	**-**	**-**	**(400,000)**	**-**	0.0%

The District of Thunder Bay Social Services Administration Board

Director, Corporate Services Division Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	265,400	280,300	282,300	-	-	**282,300**	2,000	0.7%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	31,100	42,600	44,700	-	-	**44,700**	2,100	4.9%
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
Total Expenditures	**296,500**	**322,900**	**327,000**	**-**	**-**	**327,000**	**4,100**	**1.3%**
Recoveries								
From building overhead	(18,500)	(19,600)	(19,500)	-	-	**(19,500)**	100	-0.5%
Allocation								
Direct-owned community housing building operations	(94,500)	(15,200)	(15,400)	-	-	**(15,400)**	(200)	1.3%
Ontario Works	(116,700)	(197,100)	(199,900)	-	-	**(199,900)**	(2,800)	1.4%
Child care and Early Years	(33,400)	(45,500)	(46,100)	-	-	**(46,100)**	(600)	1.3%
Housing Programs	(33,400)	(45,500)	(46,100)	-	-	**(46,100)**	(600)	1.3%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services

Cost Center: 11040 - Corporate Services (Director)

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	207,800	207,800	219,700	-	-	**219,700**	5.7%
511280 Wage contingency	-	10,300		-	-	**-**	-100.0%
512150 Payroll remittances	14,100	14,800	15,000	-	-	**15,000**	1.4%
512160 OMERS expense	23,000	24,400	24,500	-	-	**24,500**	0.4%
512170 Group benefits	7,200	8,900	8,900	-	-	**8,900**	0.0%
512180 Insured benefits	10,300	11,000	11,100	-	-	**11,100**	0.9%
512190 WSIB premiums	3,000	3,100	3,100	-	-	**3,100**	0.0%
531150 Employee training	2,200	2,200	2,000	-	-	**2,000**	-9.1%
531220 Travel	1,700	4,000	4,000	-	-	**4,000**	0.0%
531230 Registration fees	-	1,300	800	-	-	**800**	-38.5%
531240 Paid meals	400	600	600	-	-	**600**	0.0%
531250 Meeting expense	100	100	1,000	-	-	**1,000**	900.0%
531510 Office supplies	200	200	1,200	-	-	**1,200**	500.0%
531545 Association dues	1,300	1,300	2,000	-	-	**2,000**	53.8%
531570 Subscriptions	300	300	500	-	-	**500**	66.7%
532110 Communications	900	900	900	-	-	**900**	0.0%
532320 Insurance - public liability	24,000	31,700	31,700	-	-	**31,700**	0.0%
Total Expenditures	**296,500**	**322,900**	**327,000**	**-**	**-**	**327,000**	**1.3%**
Recoveries							
481240 Recovery from building overhead	(18,500)	(19,600)	(19,500)	-	-	**(19,500)**	-0.5%
Allocation							
481210 Direct-owned community housing building operations	(94,500)	(15,200)	(15,400)	-	-	**(15,400)**	1.3%
481210 Ontario Works	(116,700)	(197,100)	(199,900)	-	-	**(199,900)**	1.4%
481210 Child care and Early Years	(33,400)	(45,500)	(46,100)	-	-	**(46,100)**	1.3%
481210 Housing Programs	(33,400)	(45,500)	(46,100)	-	-	**(46,100)**	1.3%
Total Allocation	**(278,000)**	**(303,300)**	**(307,500)**	**-**	**-**	**(307,500)**	**1.4%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Purchasing Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	282,900	289,700	303,700	-	-	**303,700**	14,000	4.8%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	33,500	33,500	35,800	-	-	**35,800**	2,300	6.9%
Contracted services	3,000	5,000	5,000	-	-	**5,000**	-	0.0%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**319,400**	**328,200**	**344,500**	**-**	**-**	**344,500**	**16,300**	**5.0%**
Allocation								
Direct-owned community housing building operations	(268,300)	(229,700)	(234,200)	-	-	**(234,200)**	(4,500)	2.0%
Ontario Works	(44,700)	(68,900)	(75,800)	-	-	**(75,800)**	(6,900)	10.0%
Child care and Early Years	(3,200)	(3,300)	(6,900)	-	-	**(6,900)**	(3,600)	109.1%
Housing Programs	(3,200)	(26,300)	(27,600)	-	-	**(27,600)**	(1,300)	4.9%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services
Cost Center: 11045 - Purchasing

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	218,500	211,300	233,300	-	-	**233,300**	10.4%
511280 Wage contingency	-	10,600	-	-	-	**-**	-100.0%
512150 Payroll remittances	18,400	18,500	19,000	-	-	**19,000**	2.7%
512160 OMERS expense	21,500	22,300	23,700	-	-	**23,700**	6.3%
512170 Group benefits	10,800	13,300	13,300	-	-	**13,300**	0.0%
512180 Insured benefits	10,600	10,600	11,100	-	-	**11,100**	4.7%
512190 WSIB premiums	3,100	3,100	3,300	-	-	**3,300**	6.5%
531150 Employee training	400	400	400	-	-	**400**	0.0%
531200 Mileage	100	100	100	-	-	**100**	0.0%
531220 Travel	1,200	1,200	1,200	-	-	**1,200**	0.0%
531230 Registration fees	800	800	800	-	-	**800**	0.0%
531240 Paid meals	100	100	100	-	-	**100**	0.0%
531250 Meeting expense	100	100	100	-	-	**100**	0.0%
531510 Office supplies	27,600	27,600	27,600	-	-	**27,600**	0.0%
531520 Postage and courier	-	-	2,200	-	-	**2,200**	
531545 Association dues	500	500	500	-	-	**500**	0.0%
532110 Communications	700	700	800	-	-	**800**	14.3%
533250 Furniture	2,000	2,000	2,000	-	-	**2,000**	0.0%
541130 Legal fees	3,000	5,000	5,000	-	-	**5,000**	0.0%
Total Expenditures	**319,400**	**328,200**	**344,500**	**-**	**-**	**344,500**	**5.0%**
Allocation							
481210 Direct-owned community housing building operations	(268,300)	(229,700)	(234,200)	-	-	**(234,200)**	2.0%
481210 Ontario Works	(44,700)	(68,900)	(75,800)	-	-	**(75,800)**	10.0%
481210 Child care and Early Years	(3,200)	(3,300)	(6,900)	-	-	**(6,900)**	109.1%
481210 Housing Programs	(3,200)	(26,300)	(27,600)	-	-	**(27,600)**	4.9%
Total Allocation	**(319,400)**	**(328,200)**	**(344,500)**	**-**	**-**	**(344,500)**	**5.0%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	n/a

The District of Thunder Bay Social Services Administration Board

Finance Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	1,204,700	1,259,000	1,380,900	-	-	**1,380,900**	121,900	9.7%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	17,500	18,500	18,500	-	-	**18,500**	-	0.0%
Contracted services	48,300	48,300	48,300	-	-	**48,300**	-	0.0%
Rents and financial expenses	13,500	13,500	13,500	-	-	**13,500**	-	0.0%
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**1,284,000**	**1,339,300**	**1,461,200**	**-**	**-**	**1,461,200**	**121,900**	**9.1%**
Revenue								
Other revenue	-	-	-	-	-	**-**	-	n/a
Child care recoveries	-	(95,200)	(95,200)	-	-	**(95,200)**	-	0.0%
Allocation								
Direct-owned community housing building operations	(359,500)	(186,900)	(207,800)	-	-	**(207,800)**	(20,900)	11.2%
Ontario Works	(695,700)	(828,800)	(904,300)	-	-	**(904,300)**	(75,500)	9.1%
Child care and Early Years	(87,200)	(103,800)	(115,400)	-	-	**(115,400)**	(11,600)	11.2%
Housing Programs	(141,600)	(124,600)	(138,500)	-	-	**(138,500)**	(13,900)	11.2%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services
Cost Center: 11050 - Finance

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	797,100	760,300	896,000	-	-	**896,000**	17.8%
511280 Wage contingency	-	48,400		-	-	**-**	-100.0%
512150 Payroll remittances	68,400	70,900	79,000	-	-	**79,000**	11.4%
512160 OMERS expense	66,300	77,200	87,000	-	-	**87,000**	12.7%
512170 Group benefits	36,000	48,800	53,300	-	-	**53,300**	9.2%
512180 Insured benefits	32,800	38,100	43,000	-	-	**43,000**	12.9%
512190 WSIB premiums	11,300	11,300	12,700	-	-	**12,700**	12.4%
531150 Employee training	2,100	2,100	2,100	-	-	**2,100**	0.0%
531220 Travel	900	900	900	-	-	**900**	0.0%
531240 Paid meals	100	100	100	-	-	**100**	0.0%
531320 Software Maintenance	2,700	2,700	2,700	-	-	**2,700**	0.0%
531410 Deposit service	4,200	4,200	4,200	-	-	**4,200**	0.0%
531510 Office supplies	3,500	3,500	3,500	-	-	**3,500**	0.0%
531520 Postage and courier	200	200	200	-	-	**200**	0.0%
531545 Association dues	1,200	2,200	2,200	-	-	**2,200**	0.0%
531570 Subscriptions	200	200	200	-	-	**200**	0.0%
532110 Communications	700	700	700	-	-	**700**	0.0%
541110 Audit fees	47,200	47,200	47,200	-	-	**47,200**	0.0%
541120 Consultant fees	800	800	800	-	-	**800**	0.0%
541130 Legal fees	300	300	300	-	-	**300**	0.0%
551120 Bank service charges	13,500	13,500	13,500	-	-	**13,500**	0.0%
Total Expenditures	**1,089,500**	**1,133,600**	**1,249,600**	**-**	**-**	**1,249,600**	**10.2%**
Revenue and recoveries							
451120 Child care	-	(95,200)	(95,200)	-	-	**(95,200)**	0.0%
Allocation							
481210 Direct-owned community housing building operations	(359,500)	(186,900)	(207,800)	-	-	**(207,800)**	11.2%
481210 Ontario Works	(501,200)	(623,100)	(692,700)	-	-	**(692,700)**	11.2%
481210 Child care and Early Years	(87,200)	(103,800)	(115,400)	-	-	**(115,400)**	11.2%
481210 Housing Programs	(141,600)	(124,600)	(138,500)	-	-	**(138,500)**	11.2%
Total Allocation	**(1,089,500)**	**(1,038,400)**	**(1,154,400)**	**-**	**-**	**(1,154,400)**	**11.2%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services

Cost Center: 11051 - Finance (OW)

		2024	2025	2026				
Account Description		**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures								
511110	Salary regular	149,000	149,000	161,100	-	-	**161,100**	8.1%
511280	Wage contingency	-	7,400		-	-	**-**	-100.0%
512150	Payroll remittances	20,100	14,000	14,200	-	-	**14,200**	1.4%
512160	OMERS expense	(1,200)	15,100	15,700	-	-	**15,700**	4.0%
512170	Group benefits	10,800	7,500	7,700	-	-	**7,700**	2.7%
512180	Insured benefits	10,900	8,800	8,900	-	-	**8,900**	1.1%
512190	WSIB premiums	3,200	2,200	2,300	-	-	**2,300**	4.5%
531200	Mileage	100	100	100	-	-	**100**	0.0%
531220	Travel	600	600	600	-	-	**600**	0.0%
531230	Registration fees	400	400	400	-	-	**400**	0.0%
531240	Paid meals	200	200	200	-	-	**200**	0.0%
532110	Communications	400	400	400	-	-	**400**	0.0%
Total Expenditures		**194,500**	**205,700**	**211,600**	**-**	**-**	**211,600**	**2.9%**
Allocation								
481210	Direct-owned community housing building operations	-	-	-		-	**-**	n/a
481210	Ontario Works	(194,500)	(205,700)	(211,600)	-	-	**(211,600)**	2.9%
481210	Child care and Early Years	-	-	-	-	-	**-**	n/a
481210	Housing Programs	-	-	-	-	-	**-**	n/a
Total Allocation		**(194,500)**	**(205,700)**	**(211,600)**	**-**	**-**	**(211,600)**	**2.9%**
Unallocated		**-**	**-**	**-**	**-**	**-**	**-**	n/a

The District of Thunder Bay Social Services Administration Board

Information Services Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	551,900	501,100	535,400	-	-	**535,400**	34,300	6.8%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	1,323,500	1,283,600	1,380,800	-	-	**1,380,800**	97,200	7.6%
Contracted services	500	500	500	-	-	**500**	-	0.0%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**1,875,900**	**1,785,200**	**1,916,700**	**-**	**-**	**1,916,700**	**131,500**	**7.4%**
Revenue								
Other revenue	-	-	-	-	-	**-**	-	n/a
Levy Stablization reserve	(100,000)	-	-	-	-	**-**	-	n/a
Allocation								
Direct-owned community housing building operations	(355,200)	(196,300)	(210,800)	-	-	**(210,800)**	(14,500)	7.4%
Ontario Works	(1,278,600)	(1,428,100)	(1,533,400)	-	-	**(1,533,400)**	(105,300)	7.4%
Child care and Early Years	(53,300)	(71,500)	(76,700)	-	-	**(76,700)**	(5,200)	7.3%
Housing Programs	(88,800)	(89,300)	(95,800)	-	-	**(95,800)**	(6,500)	7.3%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services
Cost Center: 11060 - Information Services

Account Description	2024 Budget	2025 Budget	2026 Base	2026 Reductions	2026 Expansions	2026 Budget	% Change
Expenditures							
511110 Salary regular	431,000	362,500	408,200	-	-	**408,200**	12.6%
511280 Wage contingency	-	18,200	-	-	-	**-**	-100.0%
511170 Temporary hourly	-	-	-	-	-	**-**	n/a
511190 Overtime	5,000	5,000	5,000	-	-	**5,000**	0.0%
512150 Payroll remittances	36,900	33,200	35,000	-	-	**35,000**	5.4%
512160 OMERS expense	37,500	37,000	40,400	-	-	**40,400**	9.2%
512170 Group benefits	18,000	22,200	22,200	-	-	**22,200**	0.0%
512180 Insured benefits	17,400	17,500	18,800	-	-	**18,800**	7.4%
512190 WSIB premiums	6,100	5,500	5,800	-	-	**5,800**	5.5%
531150 Employee training	4,300	17,900	17,900	-	-	**17,900**	0.0%
531200 Mileage	400	500	500	-	-	**500**	0.0%
531220 Travel	3,400	3,400	3,400	-	-	**3,400**	0.0%
531230 Registration fees	1,800	1,800	1,800	-	-	**1,800**	0.0%
531240 Paid meals	500	500	500	-	-	**500**	0.0%
531300 Computer leases	255,600	280,000	322,000	-	-	**322,000**	15.0%
531310 Computer software	20,300	17,100	17,100	-	-	**17,100**	0.0%
531320 Software maintenance	502,400	562,500	712,100	-	-	**712,100**	26.6%
531330 Computer hardware	62,400	15,800	16,300	-	-	**16,300**	3.2%
531340 Hardware maintenance	138,000	143,600	145,100	-	-	**145,100**	1.0%
531350 Computer supplies	10,600	10,800	10,800	-	-	**10,800**	0.0%
531360 Computer services	114,000	13,500	15,300	-	-	**15,300**	13.3%
531400 Record management services	28,900	28,900	28,900	-	-	**28,900**	0.0%
531510 Office supplies	-	-	-	-	-	**-**	n/a
531520 Postage and courier	97,500	116,400	18,200	-	-	**18,200**	-84.4%
531540 Printing and photocopy	64,600	64,600	64,600	-	-	**64,600**	0.0%
531545 Association dues	1,300	2,500	2,500	-	-	**2,500**	0.0%
532110 Communications	9,100	3,800	3,800	-	-	**3,800**	0.0%
533240 Equipment miscellaneous	8,400	-	-	-	-	**-**	n/a
533250 Furniture	-	-	-	-	-	**-**	n/a
533270 Vehicle-Fuel				-	-	**-**	n/a
541130 Legal fees	500	500	500	-	-	**500**	0.0%
541140 Administrative services	-		-	-	-	**-**	n/a
Total Expenditures	**1,875,900**	**1,785,200**	**1,916,700**	**-**	**-**	**1,916,700**	**7.4%**
Financing Other revenue	-	-	-	-	-	**-**	n/a
Levy Stabilization RF - financing for IS Network Security Au	(100,000)	-	-	-	-	**-**	n/a
Allocation							
481210 Direct-owned community housing building operations	(355,200)	(196,300)	(210,800)	-	-	**(210,800)**	7.4%
481210 Ontario Works	(1,278,600)	(1,428,100)	(1,533,400)	-	-	**(1,533,400)**	7.4%
481210 Child care and Early Years	(53,300)	(71,500)	(76,700)	-	-	**(76,700)**	7.3%
481210 Housing Programs	(88,800)	(89,300)	(95,800)	-	-	**(95,800)**	7.3%
Total Allocation	**(1,775,900)**	**(1,785,200)**	**(1,916,700)**	**-**	**-**	**(1,916,700)**	**7.4%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Infrastructure and Asset Management Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	413,200	545,500	574,100	-	-	**574,100**	28,600	5.2%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	35,700	47,100	44,800	-	-	**44,800**	(2,300)	-4.9%
Contracted services	100,000	30,000	10,000	-	-	**10,000**	(20,000)	-66.7%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**548,900**	**622,600**	**628,900**	**-**	**-**	**628,900**	**6,300**	**1.0%**
Recoveries								
From building overhead	(22,800)	(24,600)	(25,800)	-	-	**(25,800)**	(1,200)	4.9%
Levy Stablization reserve	(100,000)	(30,000)	(30,000)	-	-	**(30,000)**	-	0.0%
Allocation								
Direct-owned community housing building operations	(426,100)	(278,400)	(478,300)	-	-	**(478,300)**	(199,900)	71.8%
Ontario Works	-	(207,000)	-	-	-	**-**	207,000	-100.0%
Child care and Early Years	-	(17,600)	(19,300)	-	-	**(19,300)**	(1,700)	9.7%
Housing Programs	-	(65,000)	(75,500)	-	-	**(75,500)**	(10,500)	16.2%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	n/a

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

Division: Corporate Services

Cost Center: 11065 - Infrastructure and Asset Management

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	318,100	318,300	353,500	-	-	**353,500**	11.1%
511280 Wage contingency - non union		15,900	10,700			**10,700**	-32.7%
512150 Payroll remittances	27,000	27,600	29,700	-	-	**29,700**	7.6%
512160 OMERS expense	31,200	34,300	37,700	-	-	**37,700**	9.9%
512170 Group benefits	18,000	16,700	17,700	-	-	**17,700**	6.0%
512180 Insured benefits	14,400	16,800	18,400	-	-	**18,400**	9.5%
512190 WSIB premiums	4,500	4,700	5,200	-	-	**5,200**	10.6%
531130 Employee training	2,000	5,000	2,000	-	-	**2,000**	-60.0%
531200 Mileage	7,000	8,000	6,000	-	-	**6,000**	-25.0%
531220 Travel	600	1,600	1,800	-	-	**1,800**	12.5%
531230 Registration fees	400	900	1,100	-	-	**1,100**	22.2%
531240 Paid meals	300	300	500	-	-	**500**	66.7%
531320 Software maintenance	22,100	22,100	25,300	-	-	**25,300**	14.5%
531510 Office supplies	1,000	1,000	1,000	-	-	**1,000**	0.0%
531545 Printing-external	-	500	-	-	-	**-**	-100.0%
532110 Communications	2,300	4,000	3,300	-	-	**3,300**	-17.5%
541120 Consulting fees	100,000	30,000	10,000	-	-	**10,000**	-66.7%
541130 Legal fees	-	-	-	-	-	**-**	n/a
Total Expenditures	**548,900**	**507,700**	**523,900**	**-**	**-**	**523,900**	**3.2%**
Recoveries							
481240 Recovery from building overhead	(22,800)	(24,600)	(25,800)	-	-	**(25,800)**	4.9%
Financing							
Transfer from Levy Stabilization Reserve Fund	(100,000)	(30,000)	(30,000)			**(30,000)**	**0.0%**
Allocation							
481210 Direct-owned community housing building operations	(426,100)	(192,200)	(383,900)	-	-	**(383,900)**	99.7%
481210 Ontario Works	-	(189,700)	-			**-**	-100.0%
481210 Child care and Early Years	-	(11,900)	(14,000)			**(14,000)**	17.6%
481210 Housing Programs	-	(59,300)	(70,200)			**(70,200)**	18.4%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Corporate Services

Cost Center: 11066 - Safety & Risk Officer

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	-	81,400	75,000	-	-	**75,000**	-7.9%
511280 Wage contingency - non union		4,000	2,300			**2,300**	-42.5%
512150 Payroll remittances	-	7,300	7,000	-	-	**7,000**	-4.1%
512160 OMERS expense	-	8,600	7,400	-	-	**7,400**	-14.0%
512170 Group benefits	-	4,400	4,500	-	-	**4,500**	2.3%
512180 Insured benefits	-	4,300	3,900	-	-	**3,900**	-9.3%
512190 WSIB premiums	-	1,200	1,100	-	-	**1,100**	-8.3%
531130 Employee training	-	-	500	-	-	**500**	n/a
531200 Mileage	-	1,500	2,000	-	-	**2,000**	33.3%
531220 Travel	-	400	400	-	-	**400**	0.0%
531240 Paid meals	-	100	100	-	-	**100**	0.0%
532110 Communications	-	1,700	800	-	-	**800**	-52.9%
Total Expenditures	**-**	**114,900**	**105,000**	**-**	**-**	**105,000**	**-8.6%**
Allocation							
481210 Direct-owned community housing building operations	-	(86,200)	(94,400)	-	-	**(94,400)**	9.5%
481210 Ontario Works	-	(17,300)	-	-	-	**-**	-100.0%
481210 Child care and Early Years	-	(5,700)	(5,300)	-	-	**(5,300)**	-7.0%
481210 Housing Programs	-	(5,700)	(5,300)	-	-	**(5,300)**	-7.0%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Office Headquarters Building Operations Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	-	-	-	-	-	**-**	-	n/a
Interest on long-term debt	73,900	65,000	56,200	-	-	**56,200**	(8,800)	-13.5%
Materials	549,300	564,900	588,200	-	-	**588,200**	23,300	4.1%
Contracted services	-	-	-	-	-	**-**	-	n/a
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	315,000	326,000	335,000	-	-	**335,000**	9,000	2.8%
Internal administrative expense	61,100	65,900	67,100	-	-	**67,100**	1,200	1.8%
Total Expenditures	**999,300**	**1,021,800**	**1,046,500**	**-**	**-**	**1,046,500**	**24,700**	**2.4%**
Revenue								
Other revenue	(3,500)	(3,500)	(3,500)	-	-	**(3,500)**	-	0.0%
Allocation								
Direct-owned community housing building operations	(253,400)	(147,900)	(266,100)	-	-	**(266,100)**	(118,200)	79.9%
Ontario Works	(971,400)	(1,138,400)	(1,005,400)	-	-	**(1,005,400)**	133,000	-11.7%
Child care and Early Years	(70,400)	(73,900)	(73,900)	-	-	**(73,900)**	-	0.0%
Housing Programs	(112,600)	(118,300)	(133,100)	-	-	**(133,100)**	(14,800)	12.5%
Financing								
To office building reserve fund	207,100	217,500	228,300	-	-	**228,300**	10,800	5.0%
Imputed Rent Adjustment	**(204,900)**	**(242,700)**	**(207,200)**	**-**	**-**	**(207,200)**	**35,500**	**-14.6%**

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

Division: Corporate Services
Cost Center: 11090 - Office HQ Building Operations

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
532110 Communications	120,300	125,700	121,300	-	-	**121,300**	-3.5%
532120 Natural gas	24,500	24,200	21,100	-	-	**21,100**	-12.8%
532130 Sewer and water	13,000	10,700	11,300	-	-	**11,300**	5.6%
532140 Electrical expense	93,500	84,200	96,100	-	-	**96,100**	14.1%
532310 Insurance - building and contents	39,200	49,300	53,300	-	-	**53,300**	8.1%
533110 Roofing system	2,000	2,000	2,000	-	-	**2,000**	0.0%
533120 Windows	500	500	500	-	-	**500**	0.0%
533130 Doors	1,500	1,500	1,500	-	-	**1,500**	0.0%
533140 Sitework	-	-	1,000	-	-	**1,000**	n/a
533150 Elevator repairs and maintenance	3,000	3,000	3,000	-	-	**3,000**	0.0%
533160 Flooring repairs and maintenance	3,300	3,300	2,500	-	-	**2,500**	-24.2%
533170 Electrical system	4,000	4,000	4,000	-	-	**4,000**	0.0%
533180 Mechanical system	5,000	5,000	7,000	-	-	**7,000**	40.0%
533190 Life Safety repairs and maintenance	-	-	5,000	-	-	**5,000**	n/a
533200 Plumbing system	5,000	5,000	7,000	-	-	**7,000**	40.0%
533210 Painting	3,000	3,000	3,000	-	-	**3,000**	0.0%
533350 Interior upgrade	5,400	5,400	5,000	-	-	**5,000**	-7.4%
533360 Exterior upgrade	10,000	10,000	10,000	-	-	**10,000**	0.0%
534110 Snow removal	15,000	15,000	15,000	-	-	**15,000**	0.0%
534130 Landscape services	8,100	8,100	7,000	-	-	**7,000**	-13.6%
534140 Building janitorial	70,500	76,000	81,600	-	-	**81,600**	7.4%
534150 Pest control	1,000	1,000	1,000	-	-	**1,000**	0.0%
534160 Elevator Service	12,000	12,800	13,700	-	-	**13,700**	7.0%
534170 Life safety system service	4,800	8,300	8,500	-	-	**8,500**	2.4%
534180 Mechanical system service	12,400	12,400	12,400	-	-	**12,400**	0.0%
534190 Plumbing service	3,000	3,000	2,000	-	-	**2,000**	-33.3%
534200 Waste removal (Recool)	4,400	6,600	8,000	-	-	**8,000**	21.2%
534210 Building security	78,300	78,300	77,800	-	-	**77,800**	-0.6%
534240 Janitorial supplies	6,600	6,600	6,600	-	-	**6,600**	0.0%
521120 Interest expense	73,900	65,000	56,200	-	-	**56,200**	-13.5%
571130 Loan principal	315,000	326,000	335,000	-	-	**335,000**	2.8%
581110 Internal admin expense	61,100	65,900	67,100	-	-	**67,100**	1.8%
Total Expenditures	**999,300**	**1,021,800**	**1,046,500**	**-**	**-**	**1,046,500**	**2.4%**
Revenue							
451100 Other revenue	(3,500)	(3,500)	(3,500)	-	-	**(3,500)**	0.0%
Imputed Rent Recovery							
481260 Direct-owned community housing building operations	(253,400)	(147,900)	(266,100)	-	-	**(266,100)**	79.9%
481260 Ontario Works	(971,400)	(1,138,400)	(1,005,400)	-	-	**(1,005,400)**	-11.7%
481260 Child care	(70,400)	(73,900)	(73,900)	-	-	**(73,900)**	0.0%
481260 Housing Programs	(112,600)	(118,300)	(133,100)	-	-	**(133,100)**	12.5%
Reduction to Rent Expense in Summary	(412,000)	(460,200)	(435,500)	-	-	**(435,500)**	**-5.4%**
Financing							
612150 To office building reserve fund	207,100	217,500	228,300	-	-	**228,300**	5.0%
Imputed Rent Adjustment	**(204,900)**	**(242,700)**	**(207,200)**	**-**	**-**	**(207,200)**	**-14.6%**

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

2026 Integrated Social Services Division Budget Summary

The District of Thunder Bay Social Services Administration Board

Integrated Social Services Program Support Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	2,413,500	2,605,500	2,737,100	(65,100)	-	**2,672,000**	66,500	2.6%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials and services	64,500	62,200	159,400	-	-	**159,400**	97,200	156.3%
Contracted services	-	-	-	-	-	**-**	-	n/a
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Imputed rent recovery	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**2,478,000**	**2,667,700**	**2,896,500**	**(65,100)**	**-**	**2,831,400**	**163,700**	**6.1%**
Recoveries								
From homelessness programs	(476,100)	(497,700)	(499,500)	-	-	**(499,500)**	(1,800)	0.4%
Revenues							-	
Other revenue	-	-	-	-	-	-	-	n/a
Total Expenditures Less Revenues and Recoveries	**2,001,900**	**2,170,000**	**2,397,000**	**(65,100)**	**-**	**2,331,900**	**161,900**	**7.5%**
Allocation								
Direct-owned community housing building operations	(170,000)	(141,100)	(160,900)	6,500	-	**(154,400)**	(13,300)	9.4%
Ontario Works	(982,200)	(1,441,500)	(1,521,300)	45,600	-	**(1,475,700)**	(34,200)	2.4%
Child care and Early Years	(383,300)	(408,500)	(440,700)	6,500	-	**(434,200)**	(25,700)	6.3%
Housing Programs	(466,400)	(178,900)	(274,100)	6,500	-	**(267,600)**	(88,700)	49.6%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services

Cost Center: 11070 - Integrated Social Services (Director)

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	214,500	204,500	213,200	-	-	**213,200**	4.3%
511280 Wage contingency - non union	3,300	10,200	6,500			**6,500**	-36.3%
512150 Payroll remittances	14,300	14,700	15,000	-	-	**15,000**	2.0%
512160 OMERS expense	24,500	24,000	24,500	-	-	**24,500**	2.1%
512170 Group benefits	6,400	8,900	8,900	-	-	**8,900**	0.0%
512180 Insured benefits	10,900	10,800	11,100	-	-	**11,100**	2.8%
512190 WSIB premiums	3,100	3,000	3,100	-	-	**3,100**	3.3%
531150 Employee training	400	400	400	-	-	**400**	0.0%
531200 Mileage	500	500	500	-	-	**500**	0.0%
531220 Travel	6,800	5,900	5,900	-	-	**5,900**	0.0%
531230 Registration fees	2,700	2,900	2,900	-	-	**2,900**	0.0%
531240 Paid meals	1,200	900	900	-	-	**900**	0.0%
531250 Meeting expense	400	400	400	-	-	**400**	0.0%
531510 Office supplies	300	200	200	-	-	**200**	0.0%
532110 Communications	1,000	1,000	1,000	-	-	**1,000**	0.0%
Total Expenditures	**290,300**	**288,300**	**294,500**	**-**	**-**	**294,500**	**2.2%**
Allocation							
481210 Direct-owned community housing building operations	(58,100)	(25,900)	(26,500)	-	-	**(26,500)**	2.3%
481210 Ontario Works	(116,000)	(201,900)	(200,300)	-	-	**(200,300)**	-0.8%
481210 Child care and Early Years	(58,100)	(30,200)	(35,300)	-	-	**(35,300)**	16.9%
481210 Housing Programs	(58,100)	(30,300)	(32,400)	-	-	**(32,400)**	6.9%
Total Allocation	**(290,300)**	**(288,300)**	**(294,500)**	**-**	**-**	**(294,500)**	**2.2%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services

Cost Center: 11025 - Research and Social Policy

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	316,100	312,700	332,700	-	-	**332,700**	6.4%
512150 Payroll remittances	27,400	28,200	29,100	-	-	**29,100**	3.2%
512160 OMERS expense	30,700	30,200	33,000	-	-	**33,000**	9.3%
512170 Group benefits	14,400	17,800	17,800	-	-	**17,800**	0.0%
512180 Insured benefits	15,800	15,900	16,900	-	-	**16,900**	6.3%
512190 WSIB premiums	4,500	4,400	4,700	-	-	**4,700**	6.8%
531150 Employee training	1,400	1,400	1,400	-	-	**1,400**	0.0%
531220 Travel	1,200	1,200	1,200	-	-	**1,200**	0.0%
531230 Registration fees	800	800	800	-	-	**800**	0.0%
531240 Paid meals	100	100	100	-	-	**100**	0.0%
531320 Software maintenance	6,300	6,300	6,300	-	-	**6,300**	0.0%
531510 Office supplies	400	400	400	-	-	**400**	0.0%
531520 Postage and courier	5,900	5,900	5,900	-	-	**5,900**	0.0%
532110 Communications	800	800	800	-	-	**800**	0.0%
533250 Furniture	-	-	500			**500**	n/a
Total Expenditures	**425,800**	**426,100**	**451,600**	**-**	**-**	**451,600**	**6.0%**
Recoveries							
481240 Recovery from HPP (Transitional Homelessness Analyst)	(92,400.00)	(101,500)	(104,500)	-	-	**(104,500)**	3.0%
Revenues							
Other revenue (NOHFC)	-	-	-	-	-	**-**	n/a
Allocation							
481210 Direct-owned community housing building operations	(16,500)	(6,400)	(6,900)	-	-	**(6,900)**	7.8%
481210 Ontario Works	(116,700)	(194,800)	(215,200)	-	-	**(215,200)**	10.5%
481210 Child care and Early Years	(100,100)	(81,200)	(86,800)	-	-	**(86,800)**	6.9%
481210 Housing Programs	(100,100)	(42,200)	(38,200)	-	-	**(38,200)**	-9.5%
Total Allocation	**(333,400)**	**(324,600)**	**(347,100)**	**-**	**-**	**(347,100)**	**6.9%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Intake and Eligibility Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	1,727,600	1,920,200	2,020,600	(65,100)	-	**1,955,500**	35,300	1.8%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials and services	34,300	33,100	129,800	-	-	**129,800**	96,700	292.1%
Contracted services	-	-	-	-	-	**-**	-	n/a
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Imputed rent recovery	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**1,761,900**	**1,953,300**	**2,150,400**	**(65,100)**	**-**	**2,085,300**	**132,000**	**6.8%**
Recoveries								
From homelessness programs	(383,700)	(396,200)	(395,000)	-	-	**(395,000)**	1,200	-0.3%
Total Expenditures Less Revenues and Recoveries	**1,378,200**	**1,557,100**	**1,755,400**	**(65,100)**	**-**	**1,690,300**	**133,200**	**8.6%**
Allocation								
Direct-owned community housing building operations	(95,400)	(108,800)	(127,500)	6,500	-	**(121,000)**	(12,200)	11.2%
Ontario Works	(749,500)	(1,044,800)	(1,105,800)	45,600	-	**(1,060,200)**	(15,400)	1.5%
Child care and Early Years	(225,100)	(297,100)	(318,600)	6,500	-	**(312,100)**	(15,000)	5.0%
Housing Programs	(308,200)	(106,400)	(203,500)	6,500	-	**(197,000)**	(90,600)	85.2%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services
Cost Center: 11080 - Intake and Eligibility

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	698,400	729,400	836,500	(48,800)	-	**787,700**	8.0%
511170 Temporary hourly	46,700	51,600	54,700	-	-	**54,700**	6.0%
511280 Wage contigency	-	41,200	-	-		**-**	-100.0%
512150 Payroll remittances	60,800	66,600	71,600	(4,600)	-	**67,000**	0.6%
512155 Payroll remittances (temp)	4,400	5,200	5,200	-	-	**5,200**	0.0%
512160 OMERS expense	57,700	75,000	82,900	(4,400)	-	**78,500**	4.7%
512170 Group benefits	34,200	57,800	62,100	(4,400)	-	**57,700**	-0.2%
512180 Insured benefits	28,100	36,000	39,500	(2,200)	-	**37,300**	3.6%
512190 WSIB premiums	10,500	11,600	12,700	(700)	-	**12,000**	3.4%
531150 Employee training	2,600	2,600	2,600	-	-	**2,600**	0.0%
531200 Mileage	100	100	100	-	-	**100**	0.0%
531220 Travel	4,300	4,300	4,300	-	-	**4,300**	0.0%
531230 Registration fees	800	800	800	-	-	**800**	0.0%
531240 Paid meals	500	500	500	-	-	**500**	0.0%
531250 Meeting expense	100	100	100	-	-	**100**	0.0%
531510 Office supplies	2,200	2,700	2,700	-	-	**2,700**	0.0%
531520 Postage and courier	-	-	96,000	-	-	**96,000**	n/a
531530 Printing - external	100	100	200	-	-	**200**	100.0%
531545 Association Dues	100	100	400	-	-	**400**	300.0%
531570 Subscriptions	300	-	-	-	-	**-**	n/a
532110 Communications	1,700	1,700	1,700	-	-	**1,700**	0.0%
533250 Furniture	800	800	800	-	-	**800**	0.0%
534240 Janitorial Supplies	-	-	200	-	-	**200**	n/a
Total Expenditures	**954,400**	**1,088,200**	**1,275,600**	**(65,100)**	**-**	**1,210,500**	**11.2%**
Allocation							
481210 Direct-owned community housing building operations	(95,400)	(108,800)	(127,500)	6,500	-	**(121,000)**	11.2%
481210 Ontario Works	(563,100)	(827,100)	(892,900)	45,600	-	**(847,300)**	2.4%
481210 Child care and Early Years	(57,300)	(119,700)	(127,600)	6,500	-	**(121,100)**	1.2%
481210 Housing Programs	(238,600)	(32,600)	(127,600)	6,500	-	**(121,100)**	271.5%
Total Allocation	**(954,400)**	**(1,088,200)**	**(1,275,600)**	**65,100**	**-**	**(1,210,500)**	**11.2%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services

Cost Center: 11081 - Intake and Eligibility (OW)

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	423,400	433,300	449,700	-	-	**449,700**	3.8%
511280 Wage contigency	-	21,700	-	-	-	**-**	-100.0%
512150 Payroll remittances	40,200	42,900	42,400	-	-	**42,400**	-1.2%
512160 OMERS expense	38,100	41,400	41,200	-	-	**41,200**	-0.5%
512170 Group benefits	25,200	31,100	31,100	-	-	**31,100**	0.0%
512180 Insured benefits	18,700	20,000	20,000	-	-	**20,000**	0.0%
512190 WSIB premiums	6,000	6,400	6,400	-	-	**6,400**	0.0%
513120 Clothing allowance	400	400	400	-	-	**400**	0.0%
531150 Employee training	1,300	1,300	1,300	-	-	**1,300**	0.0%
531200 Mileage	4,800	4,000	4,000	-	-	**4,000**	0.0%
531220 Travel	900	600	600	-	-	**600**	0.0%
531240 Paid meals	400	400	400	-	-	**400**	0.0%
531450 Food services	7,500	7,500	7,500	-	-	**7,500**	0.0%
531510 Office supplies	100	100	100	-	-	**100**	0.0%
532110 Communications	3,100	2,400	2,400	-	-	**2,400**	0.0%
533270 Vehicle fuel	-	400	400	-	-	**400**	0.0%
Total Expenditures	**570,100**	**613,900**	**607,900**	**-**	**-**	**607,900**	**-1.0%**
Recoveries							
481240 Recovery from HPP (admin)	(122,100)	(123,800)	(123,800)	-	-	**(123,800)**	0.0%
481240 Recovery from HPP (TOSW)	(261,600)	(272,400)	(271,200)	-	-	**(271,200)**	-0.4%
Allocation							
481210 Ontario Works	(186,400)	(217,700)	(212,900)	-	-	**(212,900)**	-2.2%
Total Allocation	**(186,400)**	**(217,700)**	**(212,900)**	**-**	**-**	**(212,900)**	**-2.2%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Director, Integrated Social Services Division Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	685,900	685,300	716,500	-	-	**716,500**	31,200	4.6%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials and services	30,200	29,100	29,600	-	-	**29,600**	500	1.7%
Contracted services	-	-	-	-	-	**-**	-	n/a
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	-	-	-	-	-	**-**	-	n/a
Imputed rent recovery	-	-	-	-	-	**-**	-	n/a
Total Expenditures	**716,100**	**714,400**	**746,100**	**-**	**-**	**746,100**	**31,700**	**4.4%**
Recoveries								
From homelessness programs	(92,400)	(101,500)	(104,500)	-	-	**(104,500)**	(3,000)	3.0%
Revenues								
Other revenue	-	-	-	-	-	**-**	-	n/a
Total Expenditures Less Revenues and Recoveries	**623,700**	**612,900**	**641,600**	**-**	**-**	**641,600**	**28,700**	**4.7%**
Allocation								
Direct-owned community housing building operations	(74,600)	(32,300)	(33,400)	-	-	**(33,400)**	(1,100)	3.4%
Ontario Works	(232,700)	(396,700)	(415,500)	-	-	**(415,500)**	(18,800)	4.7%
Child care and Early Years	(158,200)	(111,400)	(122,100)	-	-	**(122,100)**	(10,700)	9.6%
Housing Programs	(158,200)	(72,500)	(70,600)	-	-	**(70,600)**	1,900	-2.6%
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services
Cost Center: 11082 - Intake and Eligibility (CC)

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	127,200	133,600	144,400	-	-	**144,400**	8.1%
512150 Payroll remittances	12,200	12,600	13,500	-	-	**13,500**	7.1%
512160 OMERS expense	11,400	12,100	13,400	-	-	**13,400**	10.7%
512170 Group benefits	7,200	8,900	8,900	-	-	**8,900**	0.0%
512180 Insured benefits	5,600	5,900	6,300	-	-	**6,300**	6.8%
512190 WSIB premiums	1,800	1,900	2,000	-	-	**2,000**	5.3%
531150 Employee training	400	400	400	-	-	**400**	0.0%
531200 Mileage	300	300	300	-	-	**300**	0.0%
531220 Travel	1,300	1,300	1,300	-	-	**1,300**	0.0%
531240 Paid meals	200	200	200	-	-	**200**	0.0%
531250 Meeting expense	200	200	200	-	-	**200**	0.0%
531510 Office Supplies	-	-	100	-	-	**100**	n/a
Total Expenditures	**167,800**	**177,400**	**191,000**	**-**	**-**	**191,000**	**7.7%**
Allocation							
481210 Child care and Early Years	(167,800)	(177,400)	(191,000)	-	-	**(191,000)**	7.7%
Total Allocation	**(167,800)**	**(177,400)**	**(191,000)**	**-**	**-**	**(191,000)**	**7.7%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

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

Division: Integrated Social Services

Cost Center: 11083 - Intake and Eligibility (HS)

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	52,900	55,600	57,300	-	-	**57,300**	3.1%
512150 Payroll remittances	5,000	5,300	5,500	-	-	**5,500**	3.8%
512160 OMERS expense	4,800	5,000	5,100	-	-	**5,100**	2.0%
512170 Group benefits	3,600	4,400	4,500	-	-	**4,500**	2.3%
512180 Insured benefits	2,300	2,500	2,500	-	-	**2,500**	0.0%
512190 WSIB premiums	800	800	800	-	-	**800**	0.0%
531150 Employee training	200	200	200	-	-	**200**	0.0%
Total Expenditures	**69,600**	**73,800**	**75,900**	**-**	**-**	**75,900**	**2.8%**
Allocation							
481210 Housing Programs	(69,600)	(73,800)	(75,900)	-	-	**(75,900)**	2.8%
Total Allocation	**(69,600)**	**(73,800)**	**(75,900)**	**-**	**-**	**(75,900)**	**2.8%**
Unallocated	**-**	**-**	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Social Assistance Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Ontario Works Financial Assistance	24,102,600	23,546,200	**23,639,600**	93,400	0.4%
Ontario Works Program Delivery	10,604,800	11,202,700	**10,764,300**	(438,400)	-3.9%
Total Expenditures	**34,707,400**	**34,748,900**	**34,403,900**	**(345,000)**	**-1.0%**
Grants					
Provincial Grants - OW	(30,889,500)	(30,121,100)	**(29,790,900)**	330,200	-1.1%
Financing					
Imputed Rent Adjustment	(141,400)	(187,000)	**(140,800)**	46,200	-24.7%
Cost to be Levied	**3,676,500**	**4,440,800**	**4,472,200**	**31,400**	**0.7%**

The District of Thunder Bay Social Services Administration Board

Ontario Works Financial Assistance Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Basic allowance	13,329,200	12,885,500	**12,719,000**	(166,500)	-1.3%
Shelter	11,323,400	10,907,900	**10,748,500**	(159,400)	-1.5%
Start-up benefits	129,400	123,600	**37,100**	(86,500)	-70.0%
Health-related benefits	355,900	339,900	**296,500**	(43,400)	-12.8%
Mandatory special necessities	258,800	278,100	**370,400**	92,300	33.2%
Special assistance	1,035,300	927,000	**1,019,700**	92,700	10.0%
Transitional child benefit	97,100	30,900	**18,900**	(12,000)	-38.8%
Total Expenditures	**26,529,100**	**25,492,900**	**25,210,100**	**(282,800)**	**-1.1%**
Client Revenue and Recovery					
Income revenue	(776,500)	(741,600)	**(605,600)**	136,000	-18.3%
OW recovery	(873,500)	(741,600)	**(565,300)**	176,300	-23.8%
Repayments and reimbursements	(776,500)	(463,500)	**(399,600)**	63,900	-13.8%
Total Client Revenue & Recovery	**(2,426,500)**	**(1,946,700)**	**(1,570,500)**	**376,200**	**-19.3%**
Net Cost	**24,102,600**	**23,546,200**	**23,639,600**	**93,400**	**0.4%**
Grants					
Provincial grants - OW	(24,102,600)	(23,546,200)	(23,639,600)	(93,400)	0.4%
Cost to be Levied	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Ontario Works Program Delivery Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	3,977,000	3,911,400	4,184,000	(312,500)	-	**3,871,500**	(39,900)	-1.0%
Materials and services	484,600	366,200	426,000	-	-	**426,000**	59,800	16.3%
Contracted services	5,000	5,000	5,000	-	-	**5,000**	-	0.0%
Rents and financial expenses	107,200	107,200	107,200	-	-	**107,200**	-	0.0%
External transfers	1,102,400	521,300	120,700	-	-	**120,700**	(400,600)	-76.8%
Internal administrative expense	4,088,200	5,285,200	5,406,100	(45,600)	-	**5,360,500**	75,300	1.4%
Imputed rent recovery	971,400	1,138,400	1,005,400	-	-	**1,005,400**	(133,000)	-11.7%
Total Expenditures	**10,735,800**	**11,334,700**	**11,254,400**	**(358,100)**	**-**	**10,896,300**	**(438,400)**	**-3.9%**
Recoveries								
From homelessness programs	(131,000)	(132,000)	(132,000)	-	-	**(132,000)**	-	0.0%
Total Expenditures Less Recoveries	**10,604,800**	**11,202,700**	**11,122,400**	**(358,100)**	**-**	**10,764,300**	**(438,400)**	**-3.9%**
Grants								
Provincial grants - OW	(6,786,900)	(6,574,900)	(6,330,400)	179,100	-	**(6,151,300)**	423,600	-6.4%
Financing								
From Levy Stabilization Reserve Fund	-	-	-	-	-	**-**	-	n/a
Imputed rent adjustment	(141,400)	(187,000)	(140,800)	-	-	**(140,800)**	46,200	-24.7%
Cost to be Levied	**3,676,500**	**4,440,800**	**4,651,200**	**(179,000)**	**-**	**4,472,200**	**31,400**	**0.7%**

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

Division: n/a

Cost Center: 12010 - OW Allocated

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
581110 Internal admin - Board	45,900	81,100	82,400	-	-	**82,400**	1.6%
581110 Internal admin - CAO	637,200	827,400	883,500	-	-	**883,500**	6.8%
581110 Internal admin - Corporate Services	2,135,700	2,729,900	2,713,400	-	-	**2,713,400**	-0.6%
581110 Internal admin - ISS Program Support	982,200	1,441,500	1,521,300	(45,600)	-	**1,475,700**	2.4%
551140 Imputed rent recovery	971,400	1,138,400	1,005,400	-	-	**1,005,400**	-11.7%
Total Expenditures	**4,772,400**	**6,218,300**	**6,206,000**	**(45,600)**	**-**	**6,160,400**	**-0.9%**
Grants							
421110 Provincial Grants - OW	(2,386,200)	(3,109,100)	(3,103,000)	22,800	-	**(3,080,200)**	-0.9%
Financing							
Imputed rent adjustment	(141,400)	(187,000)	(140,800)	-	-	**(140,800)**	-24.7%
Cost to be Levied	**2,244,800**	**2,922,200**	**2,962,200**	**(22,800)**	**-**	**2,939,400**	**0.6%**

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

Division: Integrated Social Services
Cost Center: 12020 - Social Assistance

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	2,697,000	2,654,100	2,844,400	(239,100)	-	**2,605,300**	-1.8%
511170 Temporary hourly	-	-	-	-	-	**-**	n/a
512150 Payroll remittances	244,600	238,000	253,600	(22,500)	-	**231,100**	-2.9%
512155 Payroll remittances (temp)	-	-	-	-	-	**-**	n/a
512160 OMERS expense	252,400	252,500	272,700	(21,500)	-	**251,200**	-0.5%
512170 Group benefits	140,400	161,500	168,700	(15,500)	-	**153,200**	-5.1%
512180 Insured benefits	122,100	120,700	129,400	(10,500)	-	**118,900**	-1.5%
512190 WSIB premiums	38,200	37,500	40,400	(3,400)	-	**37,000**	-1.3%
513110 Employee tuition reimbursement	1,400	1,400	900	-	-	**900**	-35.7%
531150 Employee training	2,800	2,800	2,800	-	-	**2,800**	0.0%
531200 Mileage	2,400	2,400	2,400	-	-	**2,400**	0.0%
531210 Parking	100	100	100	-	-	**100**	0.0%
531220 Travel	5,700	5,700	4,500	-	-	**4,500**	-21.1%
531230 Registration fees	1,300	1,300	1,300	-	-	**1,300**	0.0%
531240 Paid meals	1,800	1,800	1,800	-	-	**1,800**	0.0%
531250 Meeting expense	-	-	-	-	-	**-**	n/a
531310 Computer software	2,100	2,100	16,000	-	-	**16,000**	661.9%
531320 Software maintenance	-	-	1,200	-	-	**1,200**	n/a
531330 Computer hardware	-	-	-	-	-	**-**	n/a
531400 Records management services	44,500	44,500	30,000	-	-	**30,000**	-32.6%
531420 Collection service	1,000	1,000	1,000	-	-	**1,000**	0.0%
531430 Miscellaneous services	4,700	4,700	16,700	-	-	**16,700**	255.3%
531450 Food services	48,000	48,000	54,000	-	-	**54,000**	12.5%
531460 Dental services admin fee	6,000	6,000	6,400	-	-	**6,400**	6.7%
531490 Employment services	204,900	86,500	132,000	-	-	**132,000**	52.6%
531510 Office supplies	12,600	12,600	12,600	-	-	**12,600**	0.0%
531520 Postage and courier	500	500	500	-	-	**500**	0.0%
531530 Printing - external	2,000	2,000	2,000	-	-	**2,000**	0.0%
531555 User licenses	10,700	10,700	-	-	-	**-**	-100.0%
531570 Subscription	-	-	300	-	-	**300**	n/a
532110 Communications	7,500	7,500	8,200	-	-	**8,200**	9.3%
532140 Electrical expense	1,200	1,200	1,200	-	-	**1,200**	0.0%
532330 Insurance - fleet	2,500	2,500	2,500	-	-	**2,500**	0.0%
533260 Vehicle	2,900	2,900	2,900	-	-	**2,900**	0.0%
533270 Vehicle - fuel	1,500	1,500	1,500	-	-	**1,500**	0.0%
534140 Building janitorial	2,500	2,500	2,500	-	-	**2,500**	0.0%
541130 Legal fees	5,000	5,000	5,000	-	-	**5,000**	0.0%
551110 Building rent	8,700	8,700	8,700	-	-	**8,700**	0.0%
551120 Bank service charges	34,200	34,200	34,200	-	-	**34,200**	0.0%
561120 Employment related expenses	1,075,600	494,500	101,900	-	-	**101,900**	-79.4%
561130 Client transportation	26,800	26,800	16,800	-	-	**16,800**	-37.3%
561150 Leap incentive	-	-	2,000			**2,000**	n/a
571140 Vehicle lease	10,000	10,000	10,000	-	-	**10,000**	0.0%
581112 Internal admin allocation	287,200	205,300	205,500	-	-	**205,500**	0.1%
Total Expenditures	**5,312,800**	**4,501,000**	**4,398,600**	**(312,500)**	**-**	**4,086,100**	**-9.2%**
Recoveries							
481240 Recovery from HPP	(131,000)	(132,000)	(132,000)	-	-	**(132,000)**	0.0%
Grants							
421110 Ontario Works (Upload)	(2,969,000)	(1,947,100)	(1,538,300)	-	-	**(1,538,300)**	-21.0%
421110 Ontario Works (Admin 50/50)	(1,106,400)	(1,211,000)	(1,364,200)	156,300	-	**(1,207,900)**	-0.3%
Cost to be Levied	**1,106,400**	**1,210,900**	**1,364,100**	**(156,200)**	**-**	**1,207,900**	**-0.2%**

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

Division: Integrated Social Services

Cost Center: 12030 Social Assistance Satellite Offices

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	370,100	339,900	363,100	-	-	**363,100**	6.8%
512150 Payroll remittances	35,000	31,900	33,800	-	-	**33,800**	6.0%
512160 OMERS expense	33,300	31,000	33,700	-	-	**33,700**	8.7%
512170 Group benefits	21,600	23,700	22,200	-	-	**22,200**	-6.3%
512180 Insured benefits	15,600	14,400	16,000	-	-	**16,000**	11.1%
512190 WSIB premiums	5,300	4,800	5,100	-	-	**5,100**	6.3%
531150 Employee training	1,100	1,100	1,100	-	-	**1,100**	0.0%
531200 Mileage	3,800	3,800	17,700	-	-	**17,700**	365.8%
531220 Travel	4,500	4,500	3,600	-	-	**3,600**	-20.0%
531240 Paid meals	2,200	2,200	1,900	-	-	**1,900**	-13.6%
531400 Record management service	600	600	600	-		**600**	0.0%
531510 Office supplies	2,000	2,000	2,000	-	-	**2,000**	0.0%
531520 Postage and courier	5,400	5,400	5,800	-	-	**5,800**	7.4%
531530 Printing - external	-	-	100	-	-	**100**	n/a
531540 Printing and photocopy	1,100	1,100	1,100	-	-	**1,100**	0.0%
531570 Subscriptions	100	100	-	-	-	**-**	-100.0%
532110 Communications	57,100	57,100	47,300	-	-	**47,300**	-17.2%
532120 Natural gas	1,300	1,300	1,300	-	-	**1,300**	0.0%
532140 Electrical expense	2,000	2,000	2,000	-	-	**2,000**	0.0%
532330 Insurance - fleet	1,300	1,300	1,300	-	-	**1,300**	0.0%
533260 Vehicle	1,000	1,000	3,400	-	-	**3,400**	240.0%
533270 Vehicle - fuel	2,200	2,200	2,200	-	-	**2,200**	0.0%
534110 Snow removal	1,200	1,200	1,500		-	**1,500**	25.0%
534140 Building janitorial	8,500	8,500	8,500	-	-	**8,500**	0.0%
534240 Janitorial supplies	-	-	200	-	-	**200**	n/a
551110 Building rent	64,300	64,300	64,300	-	-	**64,300**	0.0%
571140 Vehicle lease	10,000	10,000	10,000	-	-	**10,000**	0.0%
Total Expenditures	**650,600**	**615,400**	**649,800**	**-**	**-**	**649,800**	**5.6%**
Grants							
421110 Ontario Works (Admin 50/50)	(325,300)	(307,700)	(324,900)	-	-	**(324,900)**	5.6%
Cost to be Levied	**325,300**	**307,700**	**324,900**	**-**	**-**	**324,900**	**5.6%**

The District of Thunder Bay Social Services Administration Board

Child Care and Early Years Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Child Care Programs	23,840,700	36,759,700	**38,144,000**	1,384,300	3.8%
EarlyON	3,886,600	3,886,600	**3,886,600**	-	0.0%
Child Care Program Delivery	629,700	803,400	**878,300**	74,900	9.3%
Total Expenditures	**28,357,000**	**41,449,700**	**42,908,900**	**1,459,200**	**3.5%**
Grants					
Provincial Grants - Child Care	(15,517,300)	(10,796,100)	**(19,604,300)**	(8,808,200)	81.6%
Federal Grants - Child Care	(11,495,600)	(29,268,600)	**(21,602,500)**	7,666,100	-26.2%
Financing					
Early Years reserve fund	(50,000)	-	**(320,000)**	(320,000)	n/a
Imputed Rent Adjustment	(10,200)	(12,100)	**(10,400)**	1,700	-14.0%
Cost to be Levied	**1,283,900**	**1,372,900**	**1,371,700**	**(1,200)**	**-0.1%**

The District of Thunder Bay Social Services Administration Board

Child Care Program Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Local Priorities	13,347,200	8,489,500	**8,826,900**	337,400	4.0%
CWELCC	10,493,500	28,270,200	**29,317,100**	1,046,900	3.7%
Total Expenditures	**23,840,700**	**36,759,700**	**38,144,000**	**1,384,300**	**3.8%**
Financing					
From Early Years Reserve Fund	(50,000)	-	**(320,000)**	(320,000)	n/a
Grants					
Provincial grants - child care	(12,314,300)	(7,506,600)	**(16,347,500)**	(8,840,900)	117.8%
Provincial grants - child care (mitigation)	-	-	**-**	-	n/a
Federal grants - child care	(10,493,500)	(28,270,200)	**(20,393,600)**	7,876,600	-27.9%
Total Financing	**(22,807,800)**	**(35,776,800)**	**(37,061,100)**	**(1,284,300)**	**3.6%**
Cost to be Levied	**982,900**	**982,900**	**1,082,900**	**100,000**	**10.2%**

The District of Thunder Bay Social Services Administration Board

EarlyON Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Ontario early years centres	2,164,600	2,164,600	**2,164,600**	-	0.0%
Early child development planning	38,500	38,500	**38,500**	-	0.0%
Data analysis services	105,200	105,200	**105,200**	-	0.0%
Early Years Officer	105,200	105,200	**105,200**	-	0.0%
Mental Health	45,700	45,700	**45,700**	-	0.0%
Internal administrative expense	250,000	250,000	**250,000**	-	0.0%
Indigenous-Led Child and Family Programs	1,177,400	1,177,400	**1,177,400**	-	0.0%
Total Expenditures	**3,886,600**	**3,886,600**	**3,886,600**	**-**	**0.0%**
Grants					
Provincial grants - child care (EarlyON)	(2,888,200)	(2,888,200)	**(2,888,200)**	-	0.0%
Federal grants - child care (EarlyON)	(998,400)	(998,400)	**(998,400)**	-	0.0%
Total Financing	**(3,886,600)**	**(3,886,600)**	**(3,886,600)**	**-**	**0.0%**
Cost to be Levied	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Child Care Program Delivery Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	442,300	465,000	484,700	-	-	**484,700**	19,700	4.2%
Materials	50,800	56,000	57,000	-	-	**57,000**	1,000	1.8%
Contracted services	4,700	4,700	4,700	-	-	**4,700**	-	0.0%
Internal administrative expense	729,500	871,800	933,500	(6,500)	-	**927,000**	55,200	6.3%
Imputed rent recovery	70,400	73,900	73,900	-	-	**73,900**	-	0.0%
Total Expenditures	**1,297,700**	**1,471,400**	**1,553,800**	**(6,500)**	**-**	**1,547,300**	**75,900**	**5.2%**
Recoveries								
From EarlyON	(355,200)	(355,200)	(355,200)	-	-	**(355,200)**	-	0.0%
From EarlyON (Early Years Officer)	(105,200)	(105,200)	(105,200)	-	-	**(105,200)**	-	0.0%
From capacity building (Child Care Program Officers)	(207,600)	(207,600)	(208,600)	-	-	**(208,600)**	(1,000)	0.5%
Total Expenditures Less Recoveries	**629,700**	**803,400**	**884,800**	**(6,500)**	**-**	**878,300**	**74,900**	**9.3%**
Grants								
Provincial grants - child care	(314,800)	(401,300)	(371,900)	3,300	-	**(368,600)**	32,700	-8.1%
Federal grants - child care	(3,700)	-	(210,500)	-	-	**(210,500)**	(210,500)	n/a
Financing								
Imputed rent adjustment	(10,200)	(12,100)	(10,400)	-	-	**(10,400)**	1,700	-14.0%
Cost to be Levied	**301,000**	**390,000**	**292,000**	**(3,200)**	**-**	**288,800**	**(101,200)**	**-25.9%**

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

Division: n/a

Cost Center: 13010 - Child Care Allocated

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
581110 Internal admin - Board	23,000	17,400	17,800	-	-	**17,800**	2.3%
581110 Internal admin - CAO	146,100	109,000	115,400	-	-	**115,400**	5.9%
581110 Internal admin - Corporate Services	177,100	241,700	264,400	-	-	**264,400**	9.4%
581110 Internal admin - ISS Program Support	383,300	408,500	440,700	(6,500)	-	**434,200**	6.3%
551140 Imputed rent recovery	70,400	73,900	73,900	-	-	**73,900**	0.0%
Total Expenditures	**799,900**	**850,500**	**912,200**	**(6,500)**	**-**	**905,700**	**6.5%**
Recoveries							
481240 Recovery from EarlyON	(355,200)	(355,200)	(355,200)	-	-	**(355,200)**	0.0%
481240 Recovery from capacity building	(207,600)	(207,600)	(208,600)	-	-	**(208,600)**	0.5%
Grants							
421130 Provincial grants - child care (50/50%)	(118,500)	(143,400)	(174,200)	3,300	-	**(170,900)**	19.2%
421135 Federal grants - CWELCC Admin	-	-	(34,800)	-	-	**(34,800)**	n/a
Financing							
Imputed rent adjustment	(10,200)	(12,100)	(10,400)	-	-	**(10,400)**	-14.0%
Cost to be Levied	**108,400**	**132,200**	**129,000**	**(3,200)**	**-**	**125,800**	**-4.8%**

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

Division: Integrated Social Services

Cost Center: 13020 - Child Care and Early Years Services

Account Description	2024 Budget	2025 Budget	2026 Base	2026 Reductions	2026 Expansions	2026 Budget	% Change
Expenditures							
511110 Salary regular	343,100	340,900	373,700	-	-	**373,700**	9.6%
511170 Wage contigency	-	17,000	-	-	-	**-**	-100.0%
512150 Payroll remittances	28,100	29,400	30,000	-	-	**30,000**	2.0%
512160 OMERS expense	34,600	36,800	39,000	-	-	**39,000**	6.0%
512170 Group benefits	14,400	17,800	17,800	-	-	**17,800**	0.0%
512180 Insured benefits	17,200	18,000	18,900	-	-	**18,900**	5.0%
512190 WSIB premiums	4,900	5,100	5,300	-	-	**5,300**	3.9%
531150 Employee training	800	3,000	3,000	-	-	**3,000**	0.0%
531200 Mileage	3,900	3,900	3,900	-	-	**3,900**	0.0%
531220 Travel	6,600	9,000	9,000	-	-	**9,000**	0.0%
531230 Registration fees	800	800	800	-	-	**800**	0.0%
531240 Paid meals	2,700	2,700	2,700	-	-	**2,700**	0.0%
531250 Meeting expense	-	500	500	-	-	**500**	0.0%
531360 Computer services	31,800	31,800	32,800	-	-	**32,800**	3.1%
531430 Miscellaneous services	600	600	600	-	-	**600**	0.0%
531510 Office supplies	500	500	500	-	-	**500**	0.0%
532110 Communications	3,100	3,200	3,200	-	-	**3,200**	0.0%
541110 Audit fees	3,700	3,700	3,700	-	-	**3,700**	0.0%
541130 Legal fees	1,000	1,000	1,000	-	-	**1,000**	0.0%
581112 Internal admin allocation	-	95,200	95,200	-	-	**95,200**	0.0%
Total Expenditures	**497,800**	**620,900**	**641,600**	**-**	**-**	**641,600**	**3.3%**
Recoveries							
481240 Recovery from EarlyON (Early Years Officer)	(105,200)	(105,200)	(105,200)	-	-	**(105,200)**	0.0%
Grants							
421130 Provincial grants - child care (wage enhancement)	(34,700)	-	(34,700)	-	-	**(34,700)**	n/a
421130 Provincial grants - child care (50/50%)	(161,600)	(257,900)	(163,000)	-	-	**(163,000)**	-36.8%
421135 Federal grants - CWELCC Admin	(3,700)	-	(175,700)	-	-	**(175,700)**	n/a
Cost to be Levied	**192,600**	**257,800**	**163,000**	**-**	**-**	**163,000**	**-36.8%**

The District of Thunder Bay Social Services Administration Board

Housing and Homelessness Program and Housing Operations Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Community Housing	16,317,500	14,693,700	**14,543,800**	(149,900)	-1.0%
Homelessness Prevention	16,844,900	16,988,500	**16,653,700**	(334,800)	-2.0%
Housing Program Delivery	949,600	579,600	**674,200**	94,600	16.3%
Housing Portfolio Property Management	23,756,700	24,557,100	**24,309,400**	(247,700)	-1.0%
Total Expenditures	**57,868,700**	**56,818,900**	**56,181,100**	**(637,800)**	**-1.1%**
Revenue					
Rent revenue	(11,535,500)	(11,762,600)	**(12,163,200)**	(400,600)	3.4%
Other revenue	(354,300)	(242,100)	**(246,600)**	(4,500)	1.9%
Grants					
Provincial Grants - Housing	(750,000)	(348,400)	**(348,400)**	-	0.0%
Provincial Grants - Homelessness	(16,844,900)	(16,988,500)	**(16,753,700)**	234,800	-1.4%
Federal Grants - Housing	(4,564,400)	(3,807,300)	**(4,085,000)**	(277,700)	7.3%
Federal Block Funding	(5,283,800)	(3,663,200)	**(2,309,400)**	1,353,800	-37.0%
Financing					
From Community Housing Reserve Fund	(10,000)	(60,000)	**(10,000)**	50,000	-83.3%
From Levy Stabilization Reserve Fund	(206,800)	(325,000)	**(325,000)**	-	0.0%
To Housing Portfolio Capital Reserve Fund	2,406,900	1,464,200	**2,091,400**	627,200	42.8%
Imputed Rent Adjustment	(53,300)	(43,600)	**(56,000)**	(12,400)	28.4%
Cost to be Levied	**20,672,600**	**21,042,400**	**21,975,200**	**932,800**	**4.4%**

The District of Thunder Bay Social Services Administration Board

Housing Programs Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Provincial Reformed (with market component)	3,264,500	2,887,000	**2,444,000**	(443,000)	-15.3%
Provincial Reformed (100% RGI)	1,882,200	2,000,800	**1,804,800**	(196,000)	-9.8%
Former Provincial Reformed (post mortgage expiry)	388,700	541,100	**764,200**	223,100	41.2%
Urban Native housing program	1,047,700	808,800	**623,600**	(185,200)	-22.9%
Private landlord rent supplement	2,482,500	2,279,700	**2,373,700**	94,000	4.1%
Non-profit rent supplement	807,700	749,400	**750,600**	1,200	0.2%
Portable Housing Benefit	1,129,800	1,271,200	**1,349,500**	78,300	6.2%
Investment in Affordable Housing	500,000	300,000	**300,000**	-	0.0%
Ontario Priorities Housing Initiative	1,000,000	396,800	**396,800**	-	0.0%
Canada-Ontario Community Housing Initiative	3,814,400	3,458,900	**3,736,600**	277,700	8.0%
Total Expenditures	**16,317,500**	**14,693,700**	**14,543,800**	**(149,900)**	**-1.0%**
Grants					
Provincial grants - housing	(750,000)	(348,400)	**(348,400)**	-	0.0%
Federal grants - housing	(4,564,400)	(3,807,300)	**(4,085,000)**	(277,700)	7.3%
Federal block funding	(3,087,800)	(2,373,800)	**(1,655,900)**	717,900	-30.2%
Financing					
From Levy Stabilization Reserve Fund	(50,000)	-	**-**	-	0.0%
Total Financing	**(8,452,200)**	**(6,529,500)**	**(6,089,300)**	**440,200**	**-6.7%**
Cost to be Levied	**7,865,300**	**8,164,200**	**8,454,500**	**290,300**	**3.6%**

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

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Indexed operating costs	1,579,153	1,578,765	**1,449,874**	(128,891)	-8.2%
Utilities	734,505	726,135	**610,902**	(115,233)	-15.9%
Capital reserve allocation	411,298	409,994	**370,941**	(39,053)	-9.5%
Mortgage payments	1,664,685	1,326,259	**1,082,679**	(243,580)	-18.4%
Total costs (A)	**4,389,641**	**4,041,153**	**3,514,396**	**(526,757)**	**-13.0%**
Less:					
Indexed benchmarked market rents	3,300,122	3,267,814	**3,048,327**	(219,487)	-6.7%
Less: indexed benchmarked vacancy loss	(26,515)	(29,652)	**(25,215)**	4,437	-15.0%
Add: benchmarked non-rental revenue	27,430	26,918	**20,656**	(6,262)	-23.3%
Total indexed benchmarked revenue (B)	**3,301,037**	**3,265,080**	**3,043,768**	**(221,312)**	**-6.8%**
Operating subsidy (A-B)	**1,088,604**	**776,073**	**470,628**	**(305,445)**	**-39.4%**
Benchmarked market rent for RGI Units	2,576,288	2,486,703	**2,299,961**	(186,742)	-7.5%
Less: RGI rent revenue	(1,146,961)	(1,177,325)	**(1,084,704)**	92,621	-7.9%
Rent subsidy	**1,429,327**	**1,309,378**	**1,215,257**	**(94,121)**	**-7.2%**
Property taxes	628,873	639,763	**608,012**	(31,751)	-5.0%
Settlements	-	-	-	-	n/a
Additional subsidy / adjustment	112,696	160,086	**150,103**	(9,983)	-6.2%
Estimated mortgage increase / (savings)	5,000	1,700	**-**	(1,700)	-100.0%
Total Subsidy from TBDSSAB	**3,264,500**	**2,887,000**	**2,444,000**	**(443,000)**	**-15.3%**

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

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Indexed operating costs	787,609	816,364	**712,736**	(103,629)	-12.7%
Utilities	346,407	356,893	**323,322**	(33,571)	-9.4%
Capital reserve allocation	184,788	189,951	**169,301**	(20,650)	-10.9%
Total operating costs	**1,318,804**	**1,363,208**	**1,205,359**	**(157,850)**	**-11.6%**
Less: non-rental revenue	(4,000)	(12,500)	**(12,500)**	-	0.0%
Less: RGI rent revenue	(669,784)	(562,283)	**(458,267)**	104,016	-18.5%
Operating subsidy (A)	**645,020**	**788,425**	**734,592**	**(53,834)**	**-6.8%**
Mortgage payments (B)	853,848	808,928	**706,073**	(102,855)	-12.7%
Property taxes (C)	383,332	396,947	**364,091**	(32,856)	-8.3%
Settlement	-	-	**-**	-	n/a
Additional subsidy / adjustment	-	-	**-**	-	n/a
Estimated mortgage increase / (savings)	-	6,500	**-**	(6,500)	-100.0%
Total Subsidy fromTBDSSAB	**1,882,200**	**2,000,800**	**1,804,800**	**(196,045)**	**-9.8%**

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

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Indexed operating costs	-	-	-	-	n/a
Utilities	-	-	-	-	n/a
Capital reserve allocation	-	-	-	-	n/a
Mortgage payments	-	-	-	-	n/a
Total costs (A)	**-**	**-**	**-**	**-**	**n/a**
Less:					
Indexed benchmarked market rents	-	-	-	-	n/a
Less: indexed benchmarked vacancy loss	-	-	-	-	n/a
Add: benchmarked non-rental revenue	-	-	-	-	n/a
Total indexed benchmarked revenue (B)	**-**	**-**	**-**	**-**	n/a
Operating subsidy (A-B)	**-**	**-**	**-**	**-**	n/a
Benchmarked market rent for RGI Units	1,026,200	1,534,700	**1,962,200**	427,500	27.9%
Less: RGI rent revenue	(637,500)	(993,600)	**(1,198,000)**	(204,400)	20.6%
Rent subsidy	**388,700**	**541,100**	**764,200**	**223,100**	41.2%
Property taxes	-	-	-	-	n/a
Settlements	-	-	-	-	n/a
Additional subsidy / adjustment	-	-	-	-	n/a
Estimated mortgage increase / (savings)	-	-	-	-	n/a
Total Subsidy from TBDSSAB	**388,700**	**541,100**	**764,200**	**223,100**	**41.2%**

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

Cost center: 24020

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
IAH					
Rent Supplement	-	-	-	-	n/a
IAH - Social Infrastructure Fund					
Housing Allowance	-	-	-	-	n/a
Rental Housing	-	-	-	-	n/a
Internal administrative expense	-	-	-	-	n/a
				-	n/a
Reinvested Ontario Renovates	500,000	300,000	300,000	-	0.0%
Total Expenditures	**500,000**	**300,000**	**300,000**	**-**	**0.0%**
Grants					
Provincial grants - housing	(250,000)	(150,000)	(150,000)	-	0.0%
Federal grants - housing	(250,000)	(150,000)	(150,000)	-	0.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**0.0%**

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

Cost center: 24036

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Rental Housing					
Ontario Renovates - Internal	968,800	377,000	**377,000**	-	0.0%
Ontario Renovates - External					
Internal administrative expense	31,200	19,800	**19,800**	-	0.0%
Total Expenditures	**1,000,000**	**396,800**	**396,800**	**-**	**0.0%**
Grants					
Provincial grants - housing	(500,000)	(198,400)	**(198,400)**	-	0.0%
Federal grants - housing	(500,000)	(198,400)	**(198,400)**	-	0.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**0.0%**

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

Cost center: 24012

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Capital Component:					
Repairs - Internal	3,732,100				
Repairs - External	-				
New Build	-				
		3,329,100	**3,549,700**	220,600	6.6%
Operating Component:					
Rent Supplement	-				
Transitional operating	-				
Building Condition Assessment	-				
Internal administrative expense	82,300	129,800	**186,900**	57,100	44.0%
Total Expenditures	**3,814,400**	**3,458,900**	**3,736,600**	**277,700**	**8.0%**
Grants					
Federal grants - housing	(3,814,400)	(3,458,900)	**(3,736,600)**	(277,700)	8.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**0.0%**

The District of Thunder Bay Social Services Administration Board

Homelessness Prevention Program Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Homelessness Prevention Program	16,740,200	16,883,800	**16,549,000**	(334,800)	-2.0%
Home for Good (capital)	104,700	104,700	**104,700**	-	0.0%
Social Services Relief Fund	-	-	**-**	-	n/a
Total Expenditures	**16,844,900**	**16,988,500**	**16,653,700**	**(334,800)**	**-2.0%**
Grants					
Provincial grants - homelessness	(16,844,900)	(16,988,500)	**(16,653,700)**	334,800	-2.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board

Housing and Homelessness Prevention Program Delivery Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	515,300	572,600	594,100	-	-	**594,100**	21,500	3.8%
Interest on long-term debt	-	-	-	-	-	**-**	-	n/a
Materials	27,700	29,100	74,300	-	-	**74,300**	45,200	155.3%
Contracted services	10,000	60,000	10,000	-	-	**10,000**	(50,000)	-83.3%
Rents and financial expenses	-	-	-	-	-	**-**	-	n/a
External transfers	60,000	-	-	-	-	**-**	-	n/a
Repayment of long-term debt	-	-	-	-	-	**-**	-	n/a
Internal administrative expense	982,900	683,000	819,500	(6,500)	-	**813,000**	130,000	19.0%
Imputed rent recovery	112,600	118,300	133,100	-	-	**133,100**	14,800	12.5%
Total Expenditures	**1,708,500**	**1,463,000**	**1,631,000**	**(6,500)**	**-**	**1,624,500**	**161,500**	**11.0%**
Recoveries								
From housing and homelessness programs	(758,900)	(883,400)	(950,300)	-	-	**(950,300)**	(66,900)	7.6%
Total Expenditures Less Recoveries	**949,600**	**579,600**	**680,700**	**(6,500)**	**-**	**674,200**	**94,600**	**16.3%**
Revenue								
Other revenue (Housing Partnering Strategy)	(60,000)	-	-	-	-	**-**	-	n/a
Financing								
From Community Housing Reserve Fund	(10,000)	(60,000)	(10,000)	-	-	**(10,000)**	50,000	-83.3%
Inputed rent adjustment	(16,400)	(19,400)	(18,700)	-	-	**(18,700)**	700	-3.6%
Cost to be Levied	**863,200**	**500,200**	**652,000**	**(6,500)**	**-**	**645,500**	**145,300**	**29.0%**

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

Division: n/a

Cost Center: 14010 - Housing Programs Allocated

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
581110 Internal admin - Board	23,000	19,900	20,300	-	-	**20,300**	2.0%
581110 Internal admin - CAO	226,500	133,500	141,600	-	-	**141,600**	6.1%
581110 Internal admin - Corporate Services	267,000	350,700	383,500	-	-	**383,500**	9.4%
581110 Internal admin - Integrated Social Services	466,400	178,900	274,100	(6,500)	-	**267,600**	49.6%
551140 Imputed rent recovery	112,600	118,300	133,100	-	-	**133,100**	12.5%
Total Expenditures	**1,095,500**	**801,300**	**952,600**	**(6,500)**	**-**	**946,100**	**18.1%**
Recoveries							
481240 Recovery from homelessness programs (HPP admin)	(543,900)	(566,800)	(571,600)	-	-	**(571,600)**	0.8%
481240 Recovery from housing programs (COCHI)	(82,300)	(129,800)	(186,900)	-	-	**(186,900)**	44.0%
481240 Recovery from housing programs (OPHI)	(31,200)	(19,800)	(19,800)	-	-	**(19,800)**	0.0%
Financing							
Imputed rent adjustment	(16,400)	(19,400)	(18,700)	-	-	**(18,700)**	-3.6%
Cost to be Levied	**421,700**	**65,500**	**155,600**	**(6,500)**	**-**	**149,100**	127.6%

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

Division: Integrated Social Services

Cost Center: 14020 - Housing and Homelessness Prevention Program Administration

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	399,000	412,400	450,100	-	-	**450,100**	9.1%
511110 Overtime	-	10,000	10,000	-	-	**10,000**	0.0%
511280 Wage contingency - non union	-	20,400	-	-	-	**-**	-100.0%
512150 Payroll remittances	33,200	35,400	35,900	-	-	**35,900**	1.4%
512160 OMERS expense	39,800	44,600	47,100	-	-	**47,100**	5.6%
512170 Group benefits	18,000	22,200	22,200	-	-	**22,200**	0.0%
512180 Insured benefits	19,600	21,500	22,400	-	-	**22,400**	4.2%
512190 WSIB premiums	5,700	6,100	6,400	-	-	**6,400**	4.9%
531150 Employee training	1,000	1,000	1,000	-	-	**1,000**	0.0%
531200 Mileage	1,500	1,500	1,500	-	-	**1,500**	0.0%
531220 Travel	2,000	2,200	2,800	-	-	**2,800**	27.3%
531230 Registration fees	500	500	500	-	-	**500**	0.0%
531240 Paid meals	400	400	400	-	-	**400**	0.0%
531250 Meeting expense	700	700	700	-	-	**700**	0.0%
531320 Software maintenance	-	-	43,900	-	-	**43,900**	n/a
531360 Computer services	14,700	15,500	16,000	-	-	**16,000**	3.2%
531430 Miscellaneous services	400	400	400	-	-	**400**	0.0%
531510 Office supplies	300	300	300	-	-	**300**	0.0%
531555 User licenses	4,000	4,000	4,200	-	-	**4,200**	5.0%
532110 Communications	2,200	2,600	2,600	-	-	**2,600**	0.0%
541120 Consultant fees	-	50,000	-	-	-	**-**	-100.0%
541130 Legal fees	10,000	10,000	10,000	-	-	**10,000**	0.0%
561120 Emergency rent (HPS)	60,000	-	-	-	-	**-**	n/a
Total Expenditures	**613,000**	**661,700**	**678,400**	**-**	**-**	**678,400**	**2.5%**
Financing							
612145 From Community Housing Reserve Fund	(10,000)	(60,000)	(10,000)	-	-	**(10,000)**	-83.3%
451120 Other Revenue (Housing Partnering Strategy)	(60,000)	-	-	-	-	**-**	n/a
Recoveries							
481240 Recovery from HPP (Homelessness Prevention Offic	(101,500)	(167,000)	(172,000)	-	-	**(172,000)**	3.0%
Cost to be Levied	**441,500**	**434,700**	**496,400**	**-**	**-**	**496,400**	**14.2%**

The District of Thunder Bay Social Services Administration Board

Housing Operations Budget Summary

Description	2024 Budget ($)	2025 Base ($)	2026 Base ($)	2026 Reductions ($)	2026 Expansions ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures								
Personnel services	4,006,100	4,429,100	4,577,300	-	-	**4,577,300**	148,200	3.3%
Interest on long-term debt	100,000	59,500	27,500	-	-	**27,500**	(32,000)	-53.8%
Materials	16,185,500	18,273,100	17,946,200	-	-	**17,946,200**	(326,900)	-1.8%
Contracted services	10,000	10,000	10,000	-	-	**10,000**	-	0.0%
Rents and financial expenses (net of tenant recoveries)	9,600	9,600	9,600	-	-	**9,600**	-	0.0%
External transfers	71,400	71,400	1,400	-	-	**1,400**	(70,000)	-98.0%
Repayment of long-term debt	1,827,800	1,591,500	1,255,800	-	-	**1,255,800**	(335,700)	-21.1%
Internal administrative expense	1,992,300	1,208,700	1,480,500	(6,500)	-	**1,474,000**	265,300	21.9%
Imputed rent recovery	253,400	147,900	266,100	-	-	**266,100**	118,200	79.9%
Total Expenditures	**24,456,100**	**25,800,800**	**25,574,400**	**(6,500)**	**-**	**25,567,900**	**(232,900)**	**-0.9%**
Recoveries								
From housing and homelessness programs	(392,400)	(1,016,700)	(1,031,200)	-	-	**(1,031,200)**	(14,500)	1.4%
From Ontario Works	(287,200)	(205,300)	(205,500)	-	-	**(205,500)**	(200)	0.1%
From building operating	(19,800)	(21,700)	(21,800)	-	-	**(21,800)**	(100)	0.5%
Total Expenditures Less Recoveries	**23,756,700**	**24,557,100**	**24,315,900**	**(6,500)**	**-**	**24,309,400**	**(247,700)**	**-1.0%**
Revenue								
RGI rent	(10,271,700)	(10,548,000)	(11,085,900)	-	-	**(11,085,900)**	(537,900)	5.1%
Market rent	(1,084,500)	(1,034,900)	(1,027,200)	-	-	**(1,027,200)**	7,700	-0.7%
Commercial rent	(179,300)	(179,700)	(50,100)	-	-	**(50,100)**	129,600	-72.1%
Miscellaneous tenant revenue	(151,500)	(150,300)	(152,100)	-	-	**(152,100)**	(1,800)	1.2%
Revenue-generating projects	(142,800)	(91,800)	(94,500)	-	-	**(94,500)**	(2,700)	2.9%
Grants								
Provincial Grants	-	-	(100,000)	-	-	**(100,000)**	(100,000)	n/a
Federal Block Funding	(2,196,000)	(1,289,400)	(653,500)	-	-	**(653,500)**	635,900	-49.3%
Financing								
To Housing Porfolio Capital Reserve Fund	2,406,900	1,464,200	2,091,400	-	-	**2,091,400**	627,200	42.8%
Transfer from Levy Stabilization Reserve Fund	(156,800)	(325,000)	(325,000)			**(325,000)**	-	0.0%
Imputed rent adjustment	(36,900)	(24,200)	(37,300)	-	-	**(37,300)**	(13,100)	54.1%
Cost to be Levied	**11,944,100**	**12,378,000**	**12,881,700**	**(6,500)**	**-**	**12,875,200**	**497,200**	**4.0%**

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

Division: n/a

Cost Center: 15010 - Direct-Owned Community Housing Building Operations - Internal Admin

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
581110 Internal admin - Board	23,000	6,200	6,300	-	-	**6,300**	1.6%
581110 Internal admin - CAO	295,700	154,900	166,800	-	-	**166,800**	7.7%
581110 Internal admin - Corporate Services	1,503,600	906,500	1,146,500	-	-	**1,146,500**	26.5%
581110 Internal admin - Integrated Client Services	170,000	141,100	160,900	(6,500)	-	**154,400**	9.4%
551140 Imputed rent recovery	253,400	147,900	266,100	-	-	**266,100**	79.9%
Total Expenditures	**2,245,700**	**1,356,600**	**1,746,600**	**(6,500)**	**-**	**1,740,100**	28.3%
Financing							
Imputed rent adjustment	(36,900)	(24,200)	(37,300)	-	-	**(37,300)**	54.1%
Cost to be Levied	**2,208,800**	**1,332,400**	**1,709,300**	**(6,500)**	**-**	**1,702,800**	27.8%

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

Division: Integrated Social Services
Cost Center: 15030 - Housing Operations

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
511110 Salary regular	2,946,700	3,139,600	3,326,400	-	-	**3,326,400**	5.9%
511170 Temporary hourly	115,100	45,600	46,000	-	-	**46,000**	0.9%
511280 Wage contingency	-	154,800	96,800	-	-	**96,800**	-37.5%
511190 Overtime	25,000	25,000	25,000	-	-	**25,000**	0.0%
512150 Payroll remittances	266,700	302,200	307,600	-	-	**307,600**	1.8%
512155 Payroll remittances - Temp	9,800	3,700	3,700	-	-	**3,700**	0.0%
512160 OMERS expense	275,600	316,200	325,400	-	-	**325,400**	2.9%
512170 Group benefits	180,000	230,800	230,800		-	**230,800**	0.0%
512180 Insured benefits	132,800	152,200	155,500	-	-	**155,500**	2.2%
512190 WSIB premiums	43,500	48,100	49,200	-	-	**49,200**	2.3%
513120 Clothing allowance	10,900	10,900	10,900	-	-	**10,900**	0.0%
531150 Employee training	4,500	4,500	4,600	-	-	**4,600**	2.2%
531200 Mileage	19,500	19,500	21,000	-	-	**21,000**	7.7%
531220 Travel	2,700	3,100	3,000	-	-	**3,000**	-3.2%
531230 Registration fees	1,000	1,000	1,000	-	-	**1,000**	0.0%
531240 Paid meals	500	500	500	-	-	**500**	0.0%
531250 Meeting expense	7,500	7,500	7,500	-	-	**7,500**	0.0%
531310 Computer software	88,000	90,900	93,500	-	-	**93,500**	2.9%
531320 Software Maintenance	-	-	1,500	-	-	**1,500**	n/a
531420 Collection service	15,000	15,000	18,000	-	-	**18,000**	20.0%
531430 Miscellaneous services	600	600	600	-	-	**600**	0.0%
531470 Eviction fees	30,000	30,000	30,000	-	-	**30,000**	0.0%
531510 Office supplies	3,500	3,500	3,500	-	-	**3,500**	0.0%
531530 Printing external	4,900	4,900	4,900	-	-	**4,900**	0.0%
531545 Association dues	100	100	100	-	-	**100**	0.0%
532110 Communications	39,200	33,300	34,100	-	-	**34,100**	2.4%
532330 Insurance Fleet	12,700	10,700	12,500	-	-	**12,500**	16.8%
533260 Vehicle	12,600	12,600	13,500	-	-	**13,500**	7.1%
533270 Vehicle Fuel	24,000	24,000	24,000	-	-	**24,000**	0.0%
541130 Legal fees	10,000	10,000	10,000	-	-	**10,000**	0.0%
551120 Bank service charges	9,600	9,600	9,600	-	-	**9,600**	0.0%
561130 Client transportation	400	400	400	-	-	**400**	0.0%
565100 Extraordinary needs	71,000	71,000	1,000	-	-	**1,000**	-98.6%
571140 Vehicle lease	50,700	27,000	31,400	-	-	**31,400**	16.3%
Total Expenditures	**4,414,100**	**4,808,800**	**4,903,500**	**-**	**-**	**4,903,500**	**2.0%**
Financing							
Transfer from Levy Stabilization Reserve Fund	(156,800)	(325,000)	(325,000)	-	-	**(325,000)**	0.0%
Recoveries							
481240 Recovery from homelessness programs (HPP)	(392,400)	(606,200)	(624,500)	-	-	**(624,500)**	3.0%
481240 Recovery from building overhead	(19,800)	(21,700)	(21,800)	-	-	**(21,800)**	0.5%
481240 Recovery from OW	(248,900)	(205,300)	(205,500)	-	-	**(205,500)**	0.1%
Cost to be Levied	**3,596,200**	**3,650,600**	**3,726,700**	**-**	**-**	**3,726,700**	**2.1%**

Attachment #1
Report No. 2025-41

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

Division: ISS
Cost Center: 25010..25100 - Direct-Owned Community Housing Building Operations
Units: 2493

	2024	2025	2026				
Account Description	**Budget**	**Budget**	**Base**	**Reductions**	**Expansions**	**Budget**	**% Change**
Expenditures							
551150 Bad debts	300,000	300,000	300,000	-	-	**300,000**	0.0%
481270 Tenant recovery	(300,000)	(300,000)	(300,000)	-	-	**(300,000)**	0.0%
532110 Communications	156,400	192,300	182,700	-	-	**182,700**	-5.0%
532120 Gas	762,900	778,900	658,600	-	-	**658,600**	-15.4%
532140 Electricity	2,294,400	2,272,700	2,143,500	-	-	**2,143,500**	1.7%
532145 Hydro rebate	(375,900)	(438,800)	(278,700)	-	-	**(278,700)**	
532130 Water	1,779,000	1,844,100	1,768,800	-	-	**1,768,800**	-4.1%
532150 Water tank rental	105,200	111,400	118,500	-	-	**118,500**	6.4%
532210 Municipal taxes	5,697,100	5,889,800	5,913,600	-	-	**5,913,600**	0.4%
532310 Insurance - property	1,047,500	1,055,800	1,055,800	-	-	**1,055,800**	0.0%
533110 Roofing repairs and maintenance	14,100	15,000	30,000	-	-	**30,000**	100.0%
533120 Windows repairs and maintenance	70,100	70,300	80,500	-	-	**80,500**	14.5%
533130 Doors repairs and maintenance	125,200	182,300	197,300	-	-	**197,300**	8.2%
533140 Sitework repairs and maintenance	39,900	39,900	21,000	-	-	**21,000**	-47.4%
533150 Elevator repairs and maintenance	76,100	78,000	78,000	-	-	**78,000**	0.0%
533160 Flooring repairs and maintenance	21,700	39,000	104,000	-	-	**104,000**	166.7%
533170 Electrical repairs and maintenance	98,900	127,000	246,400	-	-	**246,400**	94.0%
533180 Mechancial repairs and maintenance	82,900	103,600	122,500	-	-	**122,500**	18.2%
533190 Life safety repairs and maintenance	73,500	73,500	104,000	-	-	**104,000**	41.5%
533200 Plumbing repairs and maintenance	343,900	371,300	412,500	-	-	**412,500**	11.1%
533210 Painting	15,100	15,100	15,100	-	-	**15,100**	0.0%
533350 Interior repairs and maintenance	53,300	53,300	53,300	-	-	**53,300**	0.0%
533360 Exterior repairs and maintenance	19,700	19,700	19,700	-	-	**19,700**	0.0%
533230 Equipment appliance	39,300	-	-	-	-	**-**	n/a
533240 Equipment miscellaneous	18,200	57,500	57,500	-	-	**57,500**	0.0%
533320 Restoration repairs	300,000	780,000	690,000	-	-	**690,000**	-11.5%
533325 Accessibility modifications	10,000	10,000	10,000	-	-	**10,000**	0.0%
533390 Moveout - painting	317,200	528,700	352,500	-	-	**352,500**	-33.3%
533400 Moveout - flooring	148,700	247,800	165,200	-	-	**165,200**	-33.3%
533410 Moveout - repairs	253,400	422,300	281,500	-	-	**281,500**	-33.3%
533420 Moveout - building janitorial	81,000	135,000	90,000	-	-	**90,000**	-33.3%
533430 Waste removal - tenant contents	99,700	166,200	110,800	-	-	**110,800**	-33.3%
534110 Snow removal	703,900	703,900	702,500	-	-	**702,500**	-0.2%
534120 Grounds maintenance	84,700	111,900	109,200	-	-	**109,200**	-2.4%
534130 Landscape services	25,200	17,900	15,500	-	-	**15,500**	-13.4%
534140 Janitorial	117,300	188,400	246,000	-		**246,000**	30.6%
534150 Pest control	275,100	408,700	420,900	-	-	**420,900**	3.0%
534160 Elevator service	103,300	107,200	112,500	-	-	**112,500**	4.9%
534170 Life safety system service	121,700	213,100	211,800	-	-	**211,800**	-0.6%
534180 Mechanical system service	24,200	24,700	23,300	-	-	**23,300**	-5.7%
534190 Plumbing service	4,000	4,000	3,600	-	-	**3,600**	-10.0%
534200 Waste removal - regular	134,100	173,500	273,400	-	-	**273,400**	57.6%
534205 Waste removal - callout	108,000	107,700	2,700	-	-	**2,700**	-97.5%
534210 Building security	289,200	569,400	569,400	-	-	**569,400**	0.0%
534230 Electrical Service	50,000	50,000	55,600			**55,600**	11.2%
534240 Janitorial supplies	59,300	62,300	90,000	-	-	**90,000**	44.5%
521110 Mortgage interest	100,000	59,500	27,500	-	-	**27,500**	-53.8%
571120 Mortgage principal	1,827,800	1,591,500	1,255,800	-	-	**1,255,800**	-21.1%
Total Expenditures	**17,796,300**	**19,635,400**	**18,924,300**	**-**	**-**	**18,924,300**	**-3.6%**
Recoveries							
481240 Rent recovery from OW	(38,300)	-	-	-	-	**-**	n/a
481240 Recovery from HPP	-	(410,500)	(406,700)	-	-	**(406,700)**	-0.9%
Revenue							
431110 Rentals - RGI	(10,271,700)	(10,548,000)	(11,085,900)	-	-	**(11,085,900)**	5.1%
431130 Market rent	(1,084,500)	(1,034,900)	(1,027,200)	-	-	**(1,027,200)**	-0.7%
431140 Commercial rent	(179,300)	(179,700)	(50,100)	-	-	**(50,100)**	-72.1%
431210 Miscellaneous revenue	(32,100)	(32,100)	(31,900)	-	-	**(31,900)**	-0.6%
431230 Parking revenue	(92,000)	(92,400)	(94,400)	-	-	**(94,400)**	2.2%
431240 Laundry revenue	(27,400)	(25,800)	(25,800)	-	-	**(25,800)**	0.0%
451130 Solar project revenue	(75,000)	(24,000)	(26,700)	-	-	**(26,700)**	11.3%
451140 Cell tower revenue	(67,800)	(67,800)	(67,800)	-	-	**(67,800)**	0.0%
Grants							
Federal Block Funding	(2,196,000)	(1,289,400)	(653,500)	-	-	**(653,500)**	-49.3%
Other Grants (CMHC)	-	-	(100,000)	-	-	**(100,000)**	n/a
Financing							
Transfer to Housing Portfolio Capital Reserve Func	3,056,900	3,179,200	3,306,400	-	-	**3,306,400**	4.0%
Transfer from Housing Portfolio Capital Reserve Func	(650,000)	(1,715,000)	(1,215,000)	-	-	**(1,215,000)**	-29.2%
Cost to be Levied	**6,139,100**	**7,395,000**	**7,445,700**	**-**	**-**	**7,445,700**	**0.7%**

The District of Thunder Bay Social Services Administration Board
Urban Native Housing Program Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Geraldton Native Housing Corporation	247,700	186,300	**43,900**	(142,400)	-76.4%
Native People of Thunder Bay Development Corporation	800,000	622,500	**579,700**	(42,800)	-6.9%
Total Subsidy from TBDSSAB	**1,047,700**	**808,800**	**623,600**	**(185,200)**	**-22.9%**

The District of Thunder Bay Social Services Administration Board
Private Landlord Rent Supplement Budget Summary

Delivery Agent: TBDSSAB

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Payments to landlords - RGI subsidy	2,467,500	2,264,700	**2,358,700**	94,000	4.2%
Payments to landlords - Tenant damages	15,000	15,000	**15,000**	-	0.0%
Total Subsidy from TBDSSAB	**2,482,500**	**2,279,700**	**2,373,700**	**94,000**	**4.1%**

The District of Thunder Bay Social Services Administration Board
Non-Profit Rent Supplement Budget Summary

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Lakehead Christian Seniors	67,100	-	**-**	-	0.0%
Native People of Thunder Bay Development Corporation	391,000	391,000	**391,000**	-	0.0%
St. Joseph's Care Group	349,600	358,400	**359,600**	1,200	0.3%
Total Subsidy from TBDSSAB	**807,700**	**749,400**	**750,600**	**1,200**	**0.2%**

The District of Thunder Bay Social Services Administration Board
Portable Housing Benefit Budget Summary

Delivery Agent: TBDSSAB

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026	
				Change ($)	Change (%)
Portable Housing Benefit	**1,129,800**	**1,271,200**	**1,349,500**	78,300	6.2%
Cost to be Levied	**1,129,800**	**1,271,200**	**1,349,500**	**78,300**	**6.2%**

The District of Thunder Bay Social Services Administration Board

Homelessness Prevention Program Budget

Cost center: 24040

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Supportive Housing					
Operating - funded agencies					
Habitat	211,400	211,400	**211,400**	-	0.0%
Transitional housing supports	275,000	-	**-**	-	n/a
E Fry	-	69,500	**112,000**	42,500	61.2%
Minor repairs and upgrades	100,000	-	**-**	-	n/a
Urban Abbey			**40,000**	40,000	
				-	
Community Outreach & Support Services				-	
Operating - funded agencies				-	
Lutheran	428,800	435,400	**460,000**	24,600	5.6%
Dilico	357,100	340,100	**336,800**	(3,300)	-1.0%
St. Josephs	326,500	326,500	**340,000**	13,500	4.1%
SOS	-	-	**200,000**	200,000	n/a
Health unit isolation				-	
District Food Security	500,000	427,800	**427,800**	-	0.0%
				-	
Tenant Support Worker	87,200	92,700	**95,500**	2,800	3.0%
Tenant Support Worker	87,200	92,700	**95,500**	2,800	3.0%
Tenant Support Worker (0.5 FTE)	43,600	46,400	**47,800**	1,400	3.0%
Tenant Support Worker (Apr 2023 Expansion?	87,200	92,700	**95,500**	2,800	3.0%
Tenant Support Worker (HFG)	87,200	92,700	**95,500**	2,800	3.0%
Transitional Outreach Support Worker	87,200	92,700	**93,500**	800	0.9%
Transitional Outreach Support Worker	87,200	92,700	**93,500**	800	0.9%
District Tenant & Transitional outreach support	87,200	87,000	**93,500**	6,500	7.5%
				-	
Community Homelessness Support/ Grant app	200,000	169,300	**787,500**	618,200	365.2%
				-	
Case management and outreach				-	
Grace Place	-	-	**-**	-	n/a
Elevate (warm/cool centre)	376,600	238,900	**-**	(238,900)	-100.0%
Matawa (mobile intake)	100,000	100,000	**100,000**	-	0.0%
PACE (warming centre) (potential… not yet a	-	238,900	**240,000**	1,100	
Norwest Community Health Centres (care bu	-	50,000	**-**	(50,000)	-100.0%
Elizabeth Fry		143,900	**112,000**	(31,900)	
Indegenous freiendship centre (or other)		112,500	**290,000**	177,500	
TBDSSAB (Mental Heath)		50,500	**51,100**	600	
TBDSSAB (Life skills/daily living supports)		360,000	**346,300**	(13,700)	
Emergency shelters					
Operating - funded agencies					
Salvation Army	365,100	396,100	**429,400**	33,300	8.4%
Salvation Army Case Management	83,700	83,700	**85,400**	1,700	2.0%
Shelter House base funding	824,100	893,900	**427,300**	(466,600)	-52.2%
Shelter House utilization and settlement	-	62,800	**411,500**	348,700	555.3%
Grace Ministries (Grace Place)	-	-	**456,600**	456,600	
Urban Abbey	180,000	375,600	**300,000**	(75,600)	-20.1%
Urban Abbey (overflow shelter services)	-	256,100	**100,000**	(156,100)	-61.0%
Minor repairs and upgrades	150,000	-	**50,000**	50,000	n/a
Emergency Shelter One time	-	-	**64,300**	64,300	
Housing Assistance					
Housing Security Fund	900,000	900,000	**800,000**	(100,000)	-11.1%
Rent supplement	270,000	290,000	**278,800**	(11,200)	-3.9%
Housing allowance	399,300	435,000	**587,900**	152,900	35.1%
Housing Arrears Relief	-	-	**-**	-	n/a
Pest Management Readiness	-	-	**-**	-	n/a
Supervisor, Property Management	-	133,300	**137,300**	4,000	3.0%
Homelessness Prevention Officer	101,500	111,300	**114,600**	3,300	3.0%
Homelessness Prevention Program Analyst	92,400	101,500	**104,500**	3,000	3.0%
Housing Programs Officer	-	55,700	**57,400**	1,700	3.1%
Paralegal	-	55,700	**57,400**	1,700	3.1%
				-	
Administration				-	
Internal administrative expense	797,000	822,600	**827,400**	4,800	0.6%
				-	
Capital	9,047,700	7,946,200	**6,494,000**	(1,452,200)	-18.3%
	-	-		-	
Total Expenditures	**16,740,200**	**16,883,800**	**16,549,000**	**(334,800)**	**-2.0%**
Grants					
Provincial grants - homelessness	(16,740,200)	(16,883,800)	**(16,549,000)**	334,800	-2.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board
Home For Good Budget

Description	2024 Budget ($)	2025 Budget ($)	2026 Budget ($)	2025 to 2026 Change ($)	2025 to 2026 Change (%)
Expenditures					
Operating - funded agencies	-	-	**-**	-	n/a
Housing allowance	-	-	**-**	-	n/a
Internal allocation housing allowance	-	-	**-**	-	n/a
Tenant support	-	-	**-**	-	n/a
Internal administrative expense	-	-	**-**	-	n/a
Capital affordability payments	104,700	104,700	**104,700**	-	0.0%
Total Expenditures	**104,700**	**104,700**	**104,700**	**-**	**0.0%**
Grants					
Provincial grants - homelessness	(104,700)	(104,700)	**(104,700)**	-	0.0%
Cost to be Levied	**-**	**-**	**-**	**-**	**n/a**

The District of Thunder Bay Social Services Administration Board
Proposed 2026 Capital Budget Project Financial Summary

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year? (Y/N)
1	Moodie/McGregor	Thunder Bay	Windows	Demand	consultant to inspect /provide drawings for windows	Y
2	Isa-Rid-McG	Thunder Bay	Windows	Demand	consultant to inspect /provide drawings for windows	Y
3	Manion Court	Thunder Bay	Doors	Planned	New metal garbage room doors	N
4	Manion Court	Thunder Bay	Building Interior	Risk Management	Tbar/Ceiling tile to ensure secured properly	N
5	Wardrope	Thunder Bay	Life Safety System	Planned	Generator repairs	N
6	Fisher Court	Geraldton	Life Safety System	Planned	Generator repairs	N
7	Elizabeth Court	Thunder Bay	Elevator Systems	Planned	Elevator Repairs	N
8	Elizabeth Court	Thunder Bay	Mechanical System	Planned	condensing draing and fan in MUA room on roof	N
9	Elizabeth Court	Thunder Bay	Building Interior	Demand	ESA - the ceiling tile repairs	N
10	Assef Court	Thunder Bay	Windows	Green	Replace large window in foyer near elevators	N
11	Assef Court	Thunder Bay	Life Safety System	Planned	Generator repairs	N
12	McIvor	Thunder Bay	Doors	Demand	New Main entrance doors	N
13	McIvor	Thunder Bay	Building Exterior	Demand	Fencing	N
14	McIvor	Thunder Bay	Security	Demand	door delays on entrance doors	N
15	McIvor	Thunder Bay	Building Interior	Planned	DEI/Strat Plan Improvements	N
16	Windsor/Clarkson/John	Thunder Bay	Roofing Systems	Planned	new shingles various locations - phased	N
17	Limbrick	Thunder Bay	Sitework	Risk Management	Playground Equipment	Y
18	John/Windsor	Thunder Bay	Sitework	Demand	Replace southwest fencing and trim brush	N
19	John/Windsor	Thunder Bay	Flooring Systems	Demand	Replace main floor flooring/Resource Centre (Unit 16)	N
20	Legion Houses	Thunder Bay	Electrical Systems	Demand	ESA - Move furnace switch	N
21	Neill Court	Geraldton	Building Exterior	Planned	new shingles	N
22	Spence Court	Thunder Bay	Electrical Systems	Risk Management	Distribution Panel	Y
23	Spence Court	Thunder Bay	Electrical Systems	Demand	Emergency lighting updates	N
24	Spence Court	Thunder Bay	Mechanical System	Planned	Crawlspace ventilation	Y
25	Spence Court	Thunder Bay	Building Interior	Planned	DEI/Strat Plan Improvements	N
26	Clark Tower	Thunder Bay	Roofing Systems	Planned	Roof inspection and repairs	N
27	Habitat	Thunder Bay	Building Interior	Planned	DEI/Strat Plan Improvements	N
28	Gore/Neebing/Stephens	Thunder Bay	Windows	Green	new windows in duplex	N
29	Frederica	Thunder Bay	Sitework	Demand	parking lot patch and seal	N
30	Frederica	Thunder Bay	Electrical Systems	Green	lighting updates to LED	N
31	Lendrum	Thunder Bay	Windows	Green	Window replacement - phased	Y
32	Lendrum	Thunder Bay	Mechanical System	Green	Interior lighting upgrades	N
33	Vickers	Thunder Bay	Electrical Systems	Green	Lighting updates to LED	N
34	Vickers	Thunder Bay	Building Security	Demand	Front entrance FOB access	N
35	Jasper	Thunder Bay	Plumbing System	Risk Management	toilet upgrades	N
36	Jasper	Thunder Bay	Building Interior	Demand	Kitchen counter and warming station	N
37	Jasper	Thunder Bay	Sitework	Demand	Shadesails in patio area	N

The District of Thunder Bay Social Services Administration Board
Proposed 2026 Capital Budget Project Financial Summary

	Project Name	Location	Project Type	Project Category	Project Description	Multi-Year? (Y/N)
38	Picton/Tamarack	Thunder Bay	Roofing Systems	Planned	Shingles	N
39	Picton/Tamarack	Thunder Bay	Sitework	Risk Management	Driveway paving	N
40	Picton 2	Thunder Bay	Roofing Systems	Planned	Shingles	N
41	Picton 2	Thunder Bay	Sitework	Risk Management	Driveway paving	N
42	Parsons/Melvin/Kenwood	Thunder Bay	Windows	Green	Window replacement - phased	N
43	Parsons/Melvin/Kenwood	Thunder Bay	Mechanical System	Planned	Furnaces	N
44	Picton 3	Thunder Bay	Roofing Systems	Planned	Eavestrough repairs	N
45	Picton 3	Thunder Bay	Sitework	Risk Management	Driveway paving	N
46	Scattered Duplexes	Thunder Bay	Windows	Green	Window replacement - phased	N
47	Scattered Duplexes	Thunder Bay	Sitework	Risk Management	grading and pathway repairs	N
48	Diversified	Thunder Bay	Windows	Green	Window replacement - phased	N
49	Walkover	Thunder Bay	Exterior Lighting	Green	Exterior Lighting LED	N
50	Nipigon Housing	Nipigon	Sitework	Risk Management	Driveway repairs (Wade Cres)	N
51	Nipigon Housing	Nipigon	Appliances	Green	Update appliances (Wade Cres)	N
52	Nipigon Housing	Nipigon	Life Safety System	Planned	Fire Panel Repairs	N
53	Nipigon Housing	Nipigon	Appliances	Green	Updates Appliances (131 Wadsworth)	N
54	Glenwood Court	Thunder Bay	Doors	Planned	Interior door repairs (stairwells)	N
55	Paterson Court	Thunder Bay	Building Security	Planned	Fob common room and games room	N
56	Blucher	Thunder Bay	Sitework	Risk Management	Driveway paving	N
57	Sequoia Park	Thunder Bay	Mechanical System	Risk Management	Bathroom Exhaust fans	N
58	Sequoia Park	Thunder Bay	Building Exterior	Risk Management	Back deck steps - phased	N
59	Andras	Thunder Bay	Roofing Systems	Planned	Roof inspection and repairs	N
60	Andras	Thunder Bay	Sitework	Risk Management	trench drain infront of entrance door	N
61	Andras	Thunder Bay	Building Security	Planned	add FOB - include laundry room	N
62	Andras	Thunder Bay	Building Interior	Planned	DEI/Strat Plan Improvements	N
63	8-Plex Donald	Thunder Bay	Electrical Systems	Planned	sprinkler/panel updates.	N
64	25100	Thunder Bay	Sitework	Risk Management	Major restoration of water/ sewer/ underground issues	N
65	25100	Thunder Bay	Appliances	Planned	stock appliance	N
66	25100	Thunder Bay	Door	Planned	stock doors	N
67	Headquarters	Thunder Bay	Roofing Systems	Planned	Roof inspection and repairs	N
68	Headquarters	Thunder Bay	Mechanical System	Planned	Door Repairs	N
69	Headquarters	Thunder Bay	Building Interior	Planned	Updates to boilers	N
70	Headquarters	Thunder Bay	Buildilng Exterior	Planned	Office Chair updates	N
71	Headquarters	Thunder Bay	Buildilng Exterior	Planned	Fencing	N