

**Financial Statements** 

Children's Centre Thunder Bay

March 31, 2025

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# Independent Auditor's Report

**Doane Grant Thornton LLP** 

Suite 300 979 Alloy Drive Thunder Bay, ON P7B 5Z8

T +1 807 345 6571 F +1 807 345 0032

To the Board of Directors and Members of the Children's Centre Thunder Bay

#### Opinion

We have audited the financial statements of Children's Centre Thunder Bay ("the Centre"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements of Children's Centre Thunder Bay as at March 31, 2025, are prepared, in all material respects, in accordance with the modified accrual basis of accounting described in note 1 to the financial statements.

#### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Centre in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Basis of Accounting and Restriction on Use

We draw attention to note 1 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Centre to comply with the reporting provisions of the Ontario Ministry of Children, Community and Social Services. As a result, the financial statements may not be suitable for another purpose. Our report is intended solely for Children's Centre Thunder Bay, the Ontario Ministry of Children, Community and Social Services and the Ontario Ministry of Health and should not be used by other parties other than the Centre and the Ontario Ministry of Children, Community and Social Services and Ontario Ministry of Health. Our opinion is not modified in respect of this matter.

# Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of these financial statements in accordance with the basis of accounting described in note 1 to the financial statements, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Centre's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Centre or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Centre's financial reporting process.

#### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether
  due to fraud or error, design and perform audit procedures responsive to those risks, and
  obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The
  risk of not detecting a material misstatement resulting from fraud is higher than for one
  resulting from error, as fraud may involve collusion, forgery, intentional omissions,
  misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit
  procedures that are appropriate in the circumstances, but not for the purpose of expressing
  an opinion on the effectiveness of the Centre's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Centre's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Centre to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Some Short Thoute It

Thunder Bay, Canada June 17, 2025 Chartered Professional Accountants Licensed Public Accountants

Children's Centre Thunder Bay Statement of Financial Position	Statement 1	
As at March 31	2025	2024
-	\$	\$
ASSETS		
Current		
Cash and cash equivalents [note 3]	1,027,073	1,391,552
Investments [note 2]	1,872,378	1,795,749
Accounts receivable [note 4]	877,641	93,846
Harmonized Sales Tax receivable	102,395	68,403
Prepaid expenses	14,387	13,836
Total current assets	3,893,874	3,363,386
Mortgage receivable [note 4]	1	1
	3,893,875	3,363,387
LIABILITIES AND NET ASSETS		
Current	529,471	442.375
Accounts payable and accrued liabilities [note 5]  Due to Ministries and funding agencies [note 6]	1,321,866	1,232,048
Salaries and benefits payable	328,973	251,647
Deferred revenue [note 7]	601,412	483,243
Total current liabilities	2,781,722	2,409,313
Net assets [statement 3]		
Restricted fund [note 4]	1	1
Internally restricted net assets [note 11]	600,000	600,000
Unrestricted net assets	512,152	354,073
Total net assets	1,112,153	954,074
	3,893,875	3,363,387

See accompanying notes to the financial statements.

Director

On behalf of the Board:

Director

Children's Centre Thunder Bay Statement of Operations				Sta	Statement 2
Year Ended March 31				2025	2024
	Service Plan \$ [schedule 1]	Other Programs \$ [schedule 3]	Administration \$ [schedule 5]	Total \$	Total \$
Nevenue  Ministry of Children, Community and Social Services  Ministry of Health  The District of Thunder Bay Social Services Administration Board  Centre for Addiction and Mental Health  Ontario Health Team  Other income	990,522 6,956,966	2,796,072 505,122 1,592,300 807,792 347,790	11111	3,786,594 7,462,088 1,592,300 807,792 347,790	3,676,206 7,769,744 1,663,554
	7,947,488	7,166,322	1 1	15,113,810	13.762.953
EXPENDITURES Salaries Employee benefits - statutory - non-statutory	4,792,348 442,169 982,546	3,663,967	753,141 51,635	9,209,456	9,141,743
Transportation and communication Travel Communication Services	40,693 49,016	89,188 23,679	143,888 5,520 19,612	1,730,405 135,401 92,307	1,570,590 109,342 86,490
Start Califices Staff training Advertising and promotion	8,125 57,679 81,076 19,891	73,767 3,321 5,690 48,657	13,260 2,233 125	81,892 74,260 88,999 68,673	91,539 49,323 142,549 22,787
Repairs and maintenance services - building, equipment, auto Professional fees - non-client related Purchased services - client related Insurance Other	69,185 133,286 150,743 153,947	83,065 77,235 1,092,971	17,438 23,354 20,248	169,688 233,875 1,243,714 174,404	59,322 174,222 899,539 166,158
Supplies and equipment Repairs and maintenance supplies - building, equipment, auto IT supplies and equipment Other supplies and equipment Other miscellaneous	11,600 180,855 133,171 20,026	221,008 36,157 397,583 94,349	20,000 29,003 2.484	21,239 232,608 237,012 559,757 116,859	34,913 33,993 241,497 237,969 127,463
	7,342,986	6,884,625	1,115,922	15,343,533	13,993,177

Children's Centre Thunder Bay Statement of Operations Year Ended March 31				<b>St</b>	Statement 2 (continued)
	Service Plan \$ [schedule 1]	Other Programs \$ [schedule 3]	Administration \$ [schedule 5]	Total \$	Total \$
Excess (shortfall) of revenue over expenditures before the following Allocated administration, net [schedule 5]	604,502 (806,202)	281,697 (5,671)	(1,115,922) 811,873	(229,723)	(230,224)
	(201,700)	276,026	(304,049)	(229,723)	(230,224)
RECOVERIES					
Donations and fundraising	30,996	l	Ĩ	30,996	12,828
Interest	Ì	l	136,102	136,102	149,038
Management fees	Ĭ	(117,947)	117,947	l	Ĭ.
Program income	170,704	1	20,000	220,704	164,725
Total recoveries	201,700	(117,947)	304,049	387,802	326,591
Excess of revenue over expenditures and recoveries for year	ĺ	158,079	ľ	158,079	93,367

See accompanying notes to the financial statements.

Children's Centre Thunder Bay Statement of Changes in Net Assets				Stal	Statement 3
Year Ended March 31				2025	2024
	Restricted fund	Unrestricted net assets \$	Internally restricted net assets	Total \$	Total \$
Balance, beginning of year Excess of revenue over expenditures and recoveries for year	000,000	354,073 158,079	- 1	954,074 158,079	857,707 96,367
Balance, end of year	600,000	512,152	1	1,112,153	954,074

See accompanying notes to the financial statements.

Children's Centre Thunder Bay	Stat	ement 4
Statement of Cash Flows Year Ended March 31	2025	2024
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue over expenditures and		
recoveries for year	158,079	96,367
Net change in non-cash working capital accounts		
related to operations [note 8]	(445,929)	154,397
Cash provided by (used in) operating activities	(287,850)	250,764
INVESTING ACTIVITY		
Increase in investments	(76,629)	(34,236)
Cash used in operating activity	(76,629)	(34,236
Increase (decrease) in cash and cash equivalents		
during year	(364,479)	216,528
Cash and cash equivalents, beginning of year	1,391,552	1,175,024
Cash and cash equivalents, end of year	1,027,073	1,391,552

See accompanying notes to the financial statements.

March 31, 2025

#### **GENERAL**

Children's Centre Thunder Bay ("Centre") is an accredited children's mental health centre providing assessment, counselling and support services to children, adolescents and families. The range of services include individual and family counselling, child development, residential/day treatment programs, substance use counselling, young offender services and preschool speech services. The Centre is incorporated under the laws of Ontario as a not-for-profit corporation without share capital. It is a registered charitable organization and as such, is exempt from income taxes under Section 149(1)(I) of the Income Tax Act (Canada).

#### 1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Centre have been prepared by management in accordance with the significant accounting policies set out below to conform to the basis on which the Centre is funded (Ministry of Children, Community and Social Services requirements). The basis of accounting used in these financial statements differs materially from Canadian accounting standards for not-for-profit organizations as follows:

#### [a] Accruals

These financial statements were prepared using the modified accrual basis of accounting as specified by the Ontario Ministry of Children, Community and Social Services. The modified accrual basis recognizes revenues as they become available and measurable within the 30-day period subsequent to year-end; expenditures are recognized as they are incurred and measurable as a result of the receipt of goods and services and a legal obligation to pay within a 30-day period subsequent to year-end.

#### [b] Capital asset acquisitions

Capital assets are recorded as an expenditure in the year of acquisition.

#### [c] Vacation pay

Accrued vacation pay and deferred compensation is not recorded in the financial statements. Earned, but unpaid vacation pay and other deferred compensation at year-end is approximately \$421,849 [2024 - \$412,830].

#### Allocation of expenditures

It is the Centre's policy to allocate administrative and supervisory salaries, employee benefits, rent and other expenses to the various programs based on budget amounts which have been approved by the appropriate Ministry *[schedule 5]*.

#### Cash and cash equivalents

Cash and cash equivalents include cash on hand, demand deposits, deposits held on call with banks, and other short-term highly liquid investments which are readily convertible to known amounts of cash. The Centre considers securities with original maturities of three months or less to be readily convertible to known amounts of cash.

March 31, 2025

#### Revenue recognition

The Centre follows the deferral method of accounting for donations and advances from its funders. Funding is recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and is expended on programs and services in conjunction with the terms and conditions of the service contract. Unrestricted donations are recorded when received. Advances from funders to be expended in a subsequent period and contributions externally restricted are deferred and recognized as revenue in the year in which the related expenses are recognized.

#### Financial instruments

The Centre considers any contract creating a financial asset, liability or equity instrument as a financial instrument, except in certain limited circumstances. The Centre accounts for the following as financial instruments:

- cash and cash equivalents
- investments
- accounts receivable
- mortgage receivable
- accounts payable and accrued liabilities
- due to Ministries and funding agencies
- salaries and benefits payable

A financial asset or liability is recognized when the Centre becomes party to contractual provisions of the instrument.

#### Measurement

Financial assets or liabilities obtained in arm's-length transactions are initially measured at their fair value. In the case of a financial asset or liability not being subsequently measured at fair value, the initial fair value will be adjusted for financing fees and transaction costs that are directly attributable to its origination, acquisition, issuance or assumption.

#### Financial instruments in related party transactions

Financial assets and financial liabilities in related party transactions are initially measured at cost, with the exception of certain instruments which are initially measured at fair value. The Centre does not have any financial assets or financial liabilities in related party transactions which are initially measured at fair value.

Gains or losses arising on initial measurement differences are generally recognized in net income when the transaction is in the normal course of operations, and in equity when the transaction is not in the normal course of operations, subject to certain exceptions.

March 31, 2025

Financial assets and financial liabilities recognized in related party transactions are subsequently measured based on how the Centre initially measured the instrument. Financial instruments initially measured at cost are subsequently measured at cost, less any impairment for financial assets. Financial instruments initially measured at fair value, of which the Centre has none, would be subsequently measured at amortized cost or fair value based on certain conditions.

Financial assets and financial liabilities are subsequently measured according to the following methods:

Financial instrument	Subsequent measurement
Cash and cash equivalents	Amortized cost (which approximates fair value)
Investments	Amortized cost `
Accounts receivable	Amortized cost
Mortgage receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Due to Ministries and funding agencies	Amortized cost
Salaries and benefits payable	Amortized cost

#### Derecognition

The Centre removes financial liabilities, or a portion of, when the obligation is discharged, cancelled or expires.

#### Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. Previously recognized impairment losses are reversed to the extent of the improvement provided the asset is not carried at an amount, at the date of the reversal, greater than the amount that would have been the carrying amount had no impairment loss been recognized previously. The amounts of any write-downs or reversals are recognized in revenue.

#### Management estimates

Management reviews the carrying amounts of items in the financial statements at each statement of financial position date to assess the need for revisions. Many items in the preparation of these financial statements require management's best estimate based on assumptions that reflect the most probable set of economic conditions and planned courses of action.

These estimates are reviewed periodically and adjustments are made to revenue as appropriate in the year they become known.

Significant items subject to management estimates include:

<u>Financial statement element</u>

Due to Ministries and funding agencies

Mortgage receivable

Management estimate
Repayable provision
Impairment of mortgage receivable

March 31, 2025

#### Pension plan

Substantially all of the employees of the Centre are members of the Healthcare of Ontario Pension Plan (the "Plan"), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the Ontario Hospital Association. Plan members will receive benefits based on the length of service and on the average of annualized earnings during the five consecutive years prior to retirement, termination or death, that provide the highest average earnings. Although the Plan is a defined benefit plan, the Plan is accounted for as a defined contribution plan as there is insufficient information to apply defined benefit plan accounting principles.

#### 2. INVESTMENTS

Investments consist of a cashable Guaranteed Investment Certificate with maturity date of September 29, 2025. Interest rates is prime-linked at 2.95%.

#### 3. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of:

	<b>2025</b> \$	2024 
Cash on hand and in bank	1,027,073	1,391,552

#### 4. RELATED PARTY TRANSACTIONS

#### Therapeutic Family Homes, Thunder Bay Incorporated

The Centre leases three group homes from Therapeutic Family Homes, Thunder Bay Incorporated ("Homes"), a not-for-profit corporation whose primary purpose is to provide properties for the Centre to use as treatment facilities. The Centre has two representatives on the five-member Board of Directors. The rent paid to Homes is the amount necessary for Homes to make the required mortgage payments on the properties and provide for a capital replacement reserve. During the year, the Centre paid rent of \$6,000 [2024 - \$6,000] for the three properties. All building occupancy costs are paid by the Centre. The net assets of Homes is \$232,324 [2024 - \$222,122] at year-end.

The Centre holds a second mortgage receivable from Homes in the amount of \$154,495. The mortgage is non-interest bearing and there is little likelihood of payments being made on this mortgage until such time as the home on which the mortgage is secured is sold. The mortgage receivable and the restricted fund of the same amount have been written-down to \$1 to reflect the fair value of the mortgage.

The net assets and results from operations of Homes are not included in these financial statements.

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The Children's Centre Foundation Thunder Bay ("Foundation") is incorporated as a corporation without share capital under the laws of Ontario and is a registered charity under the Income Tax Act. The Foundation raises funds that will be targeted for families and children with mental health issues so that they can become fully functioning members of society and live healthy and productive lives.

While the Centre does not control the Foundation, by virtue of shared common interests it may influence the Foundation's activities.

Net resources of the Foundation at March 31, 2025 amounted to \$508,962 of which \$130,172 is restricted for specific use.

At March 31, 2025, the Centre had a balance payable to the Foundation of \$42,785 [2024 – \$22,292].

#### 5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

	<b>2025</b> *	2024 \$
Trade and accrued liabilities	515,647	421,383
Government remittances	13,824	20,992
	529,471	442,375

### 6. DUE TO MINISTRIES AND FUNDING AGENCIES

Details of amounts owed to various provincial ministries are as follows:

	<b>2025</b> \$	2024 \$
Centre for Addiction and Mental Health The District of Thunder Bay Social Services	74,708	43,306
Administration Board	454,341	464,341
Ministry of Children, Community and Social Services	271,944	203,530
Ministry of Health	492,417	492,416
Ministry of the Attorney General	28,456	28,455
	1,321,866	1,232,048

March 31, 2025

#### 7. DEFERRED REVENUE

Deferred revenue relates to externally restricted funds received but not yet earned from the following:

	2025 \$	2024
The District of Thunder Bay Social Services Administration Board	20,000	20,000
Centre for Addiction and Mental Health	133,000	
Ontario Health Team	51,500	_
Other	396,912	463,243
	601,412	483,243

#### 8. STATEMENT OF CASH FLOWS

The net change in non-cash working capital balances related to operations consists of the following:

following:	2025	2024
	\$	\$
(Increase) decrease in current assets		
Accounts and Ministry advances receivables	(783,795)	9,739
Harmonized Sales Tax receivable	(33,992)	(3,095)
Prepaid expenses	(551)	(448)
	(818,338)	6,196
Increase (decrease) in current liabilities		
Accounts payable and accrued liabilities	87,096	35,875
Due to Ministries and funding agencies	89,818	(79,193)
Salaries and benefits payable	77,329	17,568
Deferred revenue	118,166	173,951
	372,409	148,201
	(445,929)	154,397

#### 9. PENSION PLAN

Pension expense is based on Plan management's best estimates, in consultation with its actuaries, of the amount, together with contributions by employees, required to provide a high level of assurance that benefits will be fully represented by fund assets at retirement, as provided by the Plan. The funding objective is for employer contributions to the Plan to remain a constant percentage of employees' contributions.

Variances exist between actuarial funding estimates and actual experiences. The most recent actuarial valuation of the Plan as at December 31, 2024 indicates the Plan is 111% funded with a net asset value of \$123 billion. Contributions to the Plan made by the Centre during the year amounted to \$784,265 [2024 – \$739,995] and are included in the statement of operations.

March 31, 2025

#### 10. ECONOMIC DEPENDENCE

Approximately 74% of the Centre's revenue is funded by the Ontario Ministry of Children, Community and Social Services and Ontario Ministry of Health funding. The loss of this funding could have a material adverse impact of the Centre's operating results and financial position.

#### 11. INTERNALLY RESTRICTED NET ASSETS

In order to ensure long-term financial stability, the Board internally restricted \$600,000 in a previous year to be used for working capital, contingencies, future program development, capital replacement and deferred compensation.

#### 12. COMPARATIVE FIGURES

Certain of the prior year's figures have been reclassified to conform with the current year's presentation.

Service Plan Schedule of Operations (A)   Search Plan Schedule of Operations (B)   Search Plan Schedule of Day (B)   Se	Children's Centre Thunder Bay	Bay		l.							Schedule	dule 1
Accesses the final of the final	Service Plan Schedule of Opera Year Ended March 31	tions (A)									2025	2024
Communiciary   Comm		Access Intake Services	Targeted Prevention \$	Brief Services		Case Mgmt & Service Coordination	Counselling & Therapy Services	Intensive Treatment Services	Specialized Consultation & Assessment \$		Total	Total
See See See See See See See See See Se	REVENUE Ministry of Children, Community and Social Services	I	I	ĺ	ı	1	E	I	ı	990,522	990,522	967,622
156,640   151,044   1713,740   161,151   1,955,120   1,955,130	Ministry of Health	258,835	153,004	327,718	713,740	815,193	1,953,120	2,096,392	638,964	1	996'956'9	6,956,966
165,663   96,520   195,548   424,616   468,542   1,161,944   11,20,525   35,914   651,146   4722,348   44,2169   15,609   14,413   90,326   10,144   224,155   224,155   35,913   51,159   44,2169   44,2169   1,560   44,713   90,326   10,144   24,717   222,156   24,717   222,156   24,717   24,169		258,835	153,004	327,718	713,740	815,193	1,953,120	2,096,392	638,964	990,522	7,947,488	7,924,588
156.663   95.220   195.648   424.616   4485.42   11619.44   12010,223   30.0146   651,168   4782,348   47.248   116.64   12010,223   30.0146   651,168   4782,348   47.248   116.64   12010,22   117.77   3.611   12.102   92.516   12.102	EXPENDITURES											
1,5650   7,220   18,419   44,715   46,817   109,774   11,7812   35,913   51,159   44,2169   44,2169   41,473   41,473   41,474   41,472   35,913   51,159   44,2169   44,2169   41,473   41,474   41,525   41,477   41,525   41,526   41,477   41,526   41,526   41,477   41,526   41,526   41,477   41,526   41,526   41,477   41,526   41,526   41,478   41,526   41,526   41,478   41,47	Salaries	165,663	95,220	195,548	424,615	485,542	1,161,944	1,230,525	380,146	653,145	4,792,348	4,925,314
1586   17,686   41,473   89,326   103,164   241,170   222,156   80,682   102,102   992,256     1,681   800   1,586   4,282   4,382   11,655   11,477   3,610   1,590   44,916     2,087   1,044   2,283   8,34   952   2,281   2,441   7,48   7,74   5,500   61,916     2,167   1,044   2,283   8,310   9,149   7,149   7,441   7,74   7,48   7,590   81,916     2,767   1,384   2,283   8,310   9,149   7,149   7,449   7,771   3,900   81,976     2,767   1,384   3,287   7,049   8,149   7,149   4,749   4,746   7,771   3,900   81,976     5,331   2,885   6,177   1,390   1,389   7,049   8,149   7,449   4,749   4,749   6,66   7,399   8,149   7,449   7,449   4,749   4,749   6,66   7,399   1,389   7,449   7,499		15,640	7,820	18,419	40,115	45,817	109,774	117,512	35,913	51,159	442,169	422,658
1,561   1,564   1,266   4,222   11,100   11,177   3,610   1,500   49,016     1,561   1,565   4,286   4,286   11,1656   12,477   3,613   7,500   49,016     2,077   1,044   2,488   5,333   6,114   14,649   15,682   17,717   3,600   19,891     3,123   1,684   3,248   5,333   6,114   14,649   15,682   17,717   3,000   19,891     2,777   1,384   3,286   2,272   2,144   5,828   17,717   3,000   19,891     2,777   1,384   3,286   1,3674   15,618   3,7419   40,077   17,171   3,000   19,891     5,586   2,979   1,1674   15,618   3,7419   40,077   17,171   3,000   15,397     6,666   3,33   7,765   1,150   1,389   3,277   3,487   1,160   5,000   15,397     6,666   3,493   8,227   1,7519   3,7419   44,774   1,580   5,000   15,397     6,966   3,493   8,227   1,7519   3,004   1,389   2,7756   6,414   6,500   15,397     6,966   3,493   8,227   1,7519   3,004   1,389   2,400   16,414   6,500   15,397     7,844   1,874   4,413   7,1419   1,389   3,267   1,389   1,389   2,000   16,065     7,840   1,846   1,874   4,136   2,400   1,389   1,486   2,400   1,389   1,389     8,069   4,034   1,0,085   2,400   2,400   16,6,28   2,480   1,481   1,815   1,481     8,069   4,034   1,0,085   2,400   2,400   1,385   2,400   1,385   1,481   1	- non-statutory Transportation and communication	17,655	17,608	41,473	90,326	103,164	247,170	282,156	80,862	102,102	982,516	899,895
1,561   620   1,986   4,269   4,866   11,562   12,471   746   6,125	Travel	1,568	784	1,846	4,021	4,592	11,003	11,779	3,600	1,500	40,693	32,566
2,087         1,044         2,486         5,353         6,144         14,449         15,882         4,792         6,500         57,879           2,087         1,044         2,486         5,353         6,144         14,449         15,882         4,792         6,500         57,879           3,123         1,682         3,678         8,010         9,172         2,644         7,717         3,000         81,076           2,731         2,884         3,289         7,098         8,107         19,423         20,793         6,354         6,374         19,891           5,186         2,893         6,177         13,301         15,514         14,618         3,443         2,093         6,354         1,354         18,474         14,744         11,261         1,324         14,744	Communication	1,661	830	1,956	4,259	4,865	11,655	12,477	3,813	7,500	49,016	55,921
2,027         163         363         6,144         1,444         1,644         1,644         1,644         1,644         1,644         1,644         1,644         1,644         1,747         1,679         1,679           3,123         1,652         3,678         8,010         9,149         2,145         2,444         7,771         3,000         61,779           2,772         1,364         3,259         7,008         8,107         19,423         20,738         6,542         7,719         3,000         61,779           5,334         2,666         6,279         7,006         15,874         16,618         20,739         6,428         1,781         36,386         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781         3,000         1,781 </td <td>Services</td> <td></td>	Services											
2,787         1,044         2,488         8,136         6,114         14,689         15,882         4,171         5,00         6,178           776         3,678         8,136         6,114         14,689         1,584         1,781         5,00         6,178           2,787         1,384         3,289         7,088         8,107         19,423         20,793         6,534         — 69,186         6,176           6,331         2,666         6,279         1,3674         15,618         3,749         40,67         12,42         1,416         19,893         1,749         19,893         3,244         1,717         500         19,894           6,386         2,579         7,016         15,221         17,499         3,743         40,677         1,242         1,100         15,893         3,247         1,100         15,893         3,247         1,100         1,582         4,877         6,008         1,100         1,582         4,877         6,008         1,100         1,582         4,877         6,008         1,100         1,582         1,487         6,008         1,1500         1,582         1,487         6,008         1,530         1,580         1,586         1,487         6,008         1,	Rent	325	163	383	834	952	2,281	2,441	746	ı	8,125	12,948
2,767         1,384         2,172         5,444         5,628         1,711         5,000         13,176           2,767         1,384         2,127         5,444         5,628         1,781         6,07         13,286           5,331         2,666         6,779         13,674         16,618         37,419         40,067         12,242         —         6,132,286           5,186         2,593         6,107         13,674         16,518         37,419         40,067         12,242         —         6,137,286           5,186         2,593         6,107         13,674         16,518         38,982         14,190         16,743           6,866         2,379         7,016         16,287         4,677         5,008         15,394         —         15,284           6,866         2,379         7,016         1,587         4,677         5,008         1,590         —         15,584           6,866         2,387         1,486         44,764         1,389         3,287         1,480         1,580         —         15,584           6,866         3,493         8,277         1,745         20,486         49,073         82,400         1,680         1,580 <td>Otilities</td> <td>2,087</td> <td>1,044</td> <td>2,458</td> <td>5,353</td> <td>6,114</td> <td>14,649</td> <td>15,682</td> <td>4,792</td> <td>5,500</td> <td>67,679</td> <td>39,458</td>	Otilities	2,087	1,044	2,458	5,353	6,114	14,649	15,682	4,792	5,500	67,679	39,458
2,767         1,384         3,289         7,098         8,107         19,423         20,793         6,364         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 6,948         - 13,248         - 13,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242         - 14,242	Staff training	3,123	1,562	3,678	8,010	9,149	21,919	23,464	7,171	3,000	81,076	118,897
2,767         1,384         3,269         7,088         8,107         19,423         20,783         6,364         —         69,166           5,331         2,666         6,279         13,674         15,618         37,499         40,057         12,42         —         133,266           5,958         2,593         6,107         13,281         17,89         1,482         41,816         21,907         21,109         150,41           666         3,33         7,86         1,709         1,382         3,257         4,677         5,008         1,530         5,000         150,43           666         3,493         8,227         17,199         20,466         4,677         5,008         1,530         —         15,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600         16,600	Advertising and promotion  Bensite and maintenance services	776	388	913	1,989	2,272	5,444	5,828	1,781	200	19,891	19,567
5,331         2,666         6,279         13,574         16,618         37,419         40,067         11,242         —         133,266           6,186         2,893         6,107         13,574         16,618         37,419         40,067         11,242         —         133,266           6,586         2,893         7,606         15,281         17,453         4,4764         13,680         5,000         153,347           666         33,3         786         1,709         1,382         3,287         5,480         1,500         16,504         16,600           6,986         3,493         6,227         17,919         20,466         49,033         52,490         16,041         6,200         180,865           8,286         1,847         4,677         6,088         1,530         6,168         1,530         16,604         16,600         16,600           8,286         3,493         6,227         17,919         20,466         49,033         52,490         16,041         6,200         180,865           3,644         1,844         4,381         2,406         1,844,349         581,667         34,506         59,607         59,607         7,4456         59,507         59,607	repairs a lin maintenance services - building equipment auto	2.767	1.384	3.259	7.098	8 107	19 423	20 793	6.354	_ 1	69 185	43 799
6,186         2,593         6,107         13,301         15,191         36,396         38,962         11,907         21,100         165,443           6,66         333         7,86         1,709         1,382         4,1816         44,764         13,860         5,000         153,947           6,66         333         7,86         1,709         1,382         3,257         3,487         1,065         -         16,660           6,386         3,493         8,227         17,819         20,466         45,033         52,490         16,041         6,200         163,690           8,284         1,847         4,357         9,475         10,822         25,928         27,756         8,482         40,816         133,171           8,243         1,8463         1,8463         1,8463         1,8463         1,8463         1,8463         1,8466         1,33171           8,240         1,8463         1,8463         1,8463         1,8464         897,622         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,886         7,342,	Professional fees - non-client related	5.331	2.666	6.279	13,674	15.618	37,419	40.057	12.242	1	133.286	107,551
5,968         2,979         7,016         15,281         17,453         44,816         44,764         13,680         5,000         153,947           666         333         786         1,709         1,382         4,877         5,008         1,530         —         16,660           6,686         3,483         8,227         17,190         1,389         2,267         3,487         1,065         —         11,600           8,286         3,483         8,227         17,190         1,382         25,287         3,487         1,065         —         11,600           8,224         409         3,487         4,784         4,375         1,082         25,480         1,082         25,480         1,082         27,766         8,492         4,081         1,082         2,003         1,082         1,082         2,148         1,082         2,148         1,041,349         591,510         897,520         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,986         7,342,98	Purchased services - client related	5,186	2,593	6,107	13,301	15,191	36,396	38,962	11,907	21,100	150,743	165,832
464         232         546         1,709         1,389         3,267         3,487         1,650         1,560         1,1600           6,986         3,493         8,227         17,791         20,466         49,033         62,490         16,041         6,200         180,865           1,894         1,447         4,381         9,475         10,822         25,828         27,756         8,482         40,816         133,171           1,894         1,447         4,381         9,475         10,822         25,828         27,756         8,482         40,816         133,171           1,894         1,447         4,381         6,11275         75,840         1,809,861         1,385         21,066         1,809,861         1,386         1,341,349         591,510         897,522         7,342,986	Insurance	5,958	2,979	7,016	15,281	17,453	41,816	44,764	13,680	5,000	153,947	142,916
464         232         646         1,190         1,359         3,257         3,487         1,065         —         11,600           6,986         3,493         8,227         17,919         20,466         49,033         52,490         16,041         6,200         180,865           3,694         1,847         4,351         9,475         10,822         25,928         27,756         8,482         40,816         133,171           822         409         98         2,106         2,405         5,783         6,188         40,816         133,171           18,463         11,649         2,3466         52,465         69,357         143,689         156,043         591,510         897,522         7,342,986         7           18,463         11,649         2,3,506         52,465         69,357         143,689         156,043         47,454         93,000         604,502           26,531         15,683         12,168         12,043         (24,204)         (56,626)         (59,837)         (18,163)         - (201,700)           8,068         4,034         10,085         20,693         24,204         56,626         59,837         18,153         - 170,700           1 <td< td=""><td>Other</td><td>999</td><td>333</td><td>785</td><td>1,709</td><td>1,952</td><td>4,677</td><td>5,008</td><td>1,530</td><td>I</td><td>16,660</td><td>20,977</td></td<>	Other	999	333	785	1,709	1,952	4,677	5,008	1,530	I	16,660	20,977
6,986 3,493 8,227 17,319 20,466 49,033 52,490 16,041 6,200 180,855 3.694 1,447 4,351 9,475 10,822 25,928 27,756 8,482 40,816 133,171 822 40,375 141,355 304,212 661,275 755,840 1,809,561 1,941,349 591,510 897,522 7,342,986 7 18,463 115,683 33,591 73,188 83,57 200,195 214,880 65,607 93,000 604,602 26,531 15,683 33,591 73,188 83,57 200,195 214,880 65,607 93,000 604,002 80,688 4,034 10,085 20,693 24,204 56,626 59,837 18,153 - 201,700 8,068 4,034 10,085 20,693 24,204 56,626 59,837 18,153 - 201,700	Supplies and equipment											
464         232         546         1,190         1,359         3,257         3,487         1,065         —         11,600           6,886         3,493         8,227         17,799         20,466         49,033         52,490         16,041         6,200         180,885           3,694         1,847         4,351         9,475         10,246         2,766         8,482         40,816         13,171           822         409         968         2,106         2,405         5,763         6,168         40,816         40,816         13,471           18,463         11,649         23,506         52,465         59,353         143,569         16,644         89,150         804,502           26,531         14,343         59,150         52,465         59,353         143,569         16,6043         47,454         93,000         804,502           26,531         16,683         (4,034)         (10,085)         (20,693)         (24,204)         (56,626)         (59,837)         (18,153)         —         (201,700)           8,068         4,034         10,085         20,693         24,204         56,626         59,837         18,153         —         201,700           8,068<	Repairs and maintenance supplies											
6,886 3,493 8,227 17,919 20,466 49,033 52,490 16,041 6,200 180,865 3,694 1,447 4,351 9,475 10,822 25,928 27,756 8,482 40,816 133,171 20,266 2,405 2,106 2,405 5,763 6,168 1,385 — 20,026 2,026 2,405 2,505 141,365 304,212 661,275 755,840 1,805,561 1,941,349 591,510 897,522 7,342,386 7 26,531 15,683 33,591 73,158 83,557 200,195 214,880 65,607 93,000 604,502 26,531 15,683 33,591 73,158 83,557 200,195 214,880 65,607 93,000 604,502 26,631 15,043 47,034 10,085 20,693 24,204 56,626 59,837 18,153 — 201,700 30,986 3,034 10,085 20,693 24,204 56,626 59,837 18,153 — 201,700 30,996 30,806 30,996 30	- building, equipment, auto	464	232	546	1,190	1,359	3,257	3,487	1,065	1	11,600	11,519
3,694 1,847 4,351 9,475 10,822 25,928 27,756 8,482 40,816 133,171 822 409 968 2,106 2,405 5,763 6,168 1,385 — 20,026 2,405 2,405 1,809,561 1,941,349 591,510 897,522 7,342,986 7 23,506 52,465 59,353 143,569 156,043 47,454 93,000 604,502 2,6531 15,683 33,591 73,158 83,557 200,195 214,880 65,607 93,000 604,502 2,608) (4,034) (10,085) (20,693) (24,204) (56,626) (59,837) (18,153) — (201,700) 8,068 4,034 10,085 20,693 24,204 56,626 59,837 18,153 — 170,704 201,700	IT supplies and equipment	986'9	3,493	8,227	17,919	20,466	49,033	52,490	16,041	6,200	180,855	155,094
18,463     11,365     304,212     661,275     755,840     1,809,651     1,941,349     591,510     897,522     7,342,986     7,342,986       18,463     11,649     23,506     52,465     59,353     143,569     166,043     47,454     93,000     604,502       26,531     15,683     33,591     73,158     83,557     200,195     214,880     65,607     93,000     806,202       8,068     (4,034)     (10,085)     (24,204)     (56,626)     (59,837)     (18,153)     —     (201,700)       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     —     201,700       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     —     201,700	Other supplies and equipment	3,694	1,847	4,351	9,475	10,822	25,928	27,756	8,482	40,816	133,171	106,407
240,372     141,356     304,212     661,275     785,840     1,809,561     1,941,349     591,510     897,522     7,342,986	Other miscellaneous	977	408	806	Z,TUb	2,405	5,763	6,168	1,385	1	20,026	17,877
18,463     11,649     23,506     52,465     59,353     143,569     165,043     47,454     93,000     604,602       26,531     15,683     33,591     73,158     83,557     200,195     214,880     65,607     93,000     806,202       (8,068)     (4,034)     (10,085)     (20,693)     (24,204)     (56,626)     (58,837)     (18,153)     —     (201,700)       8,068     4,034     10,085     20,693     24,204     56,626     28,841     18,153     —     30,996       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     —     201,700	Total expenditures	240,372	141,355	304,212	661,275	755,840	1,809,551	1,941,349	591,510	897,522	7,342,986	7,299,196
18,463     11,649     23,506     52,465     59,353     143,569     165,043     47,454     93,000     604,502       26,531     15,683     33,591     73,158     83,657     200,195     214,880     65,607     93,000     806,202       (8,068)     (4,034)     (10,085)     (24,204)     (56,626)     (59,837)     (18,153)     —     (201,700)       -     -     -     -     -     -     -     -     30,996     -     -     30,996       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     -     201,704       -     -     -     -     -     -     -     -     -     201,704       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     -     201,700	Excess of revenue over expenditures											
26,531         15,683         33,594         73,158         83,557         200,195         214,880         65,607         93,000         806,202           (8,068)         (4,034)         (10,085)         (24,204)         (56,626)         (59,837)         (18,153)         —         (201,700)           -         -         -         -         -         -         -         30,996         -         30,996           8,068         4,034         10,085         20,693         24,204         56,626         29,841         18,153         -         170,704           -         -         -         -         -         -         -         -         201,700	before the following	18,463	11,649	23,506	52,465	59,353	143,569	155,043	47,454	93,000	604,502	625,392
(8,068)     (4,034)     (10,085)     (24,204)     (56,626)     (59,837)     (18,153)     — (201,700)       —     —     —     —     —     —     —     30,996     —     —     30,996       8,068     4,034     10,085     20,693     24,204     56,626     59,841     18,153     —     201,704       8,068     4,034     10,085     20,693     24,204     56,626     59,837     18,153     —     201,700	Allocated administration, net sschedule 5]	26,531	15,683	33,591	73,158	83,557	200,195	214,880	65,607	93,000	806,202	(752,945)
Ilowing	Shortfall of revenue over expenditures											
Indraising 8,068 4,034 10,085 20,693 24,204 56,626 59,837 18,153 — 201,704 se for year	before the following	(8,068)	(4,034)	(10,085)	(20,693)	(24,204)	(56,626)	(59,837)	(18,153)	Ĩ	(201,700)	(127,553)
Indraising 8,068 4,034 10,085 20,693 24,204 56,626 28,841 18,153 — 70,704 5,626 59,837 18,153 — 70,704 50,696 50,628 59,837 18,153 — 201,700 500 500 500 500 500 500 500 500 500	RECOVERIES											
8,068 4,034 10,085 20,693 24,204 56,626 28,841 18,153 — 170,704 s 8,068 4,034 10,085 20,693 24,204 56,626 59,837 18,153 — 201,700 use over expenditures s for year	Donations and fundraising	ı	I	Ĺ	I	ľ	Ī	30,996	1	Ĩ	30,996	12,828
8,068 4,034 10,085 20,693 24,204 56,626 59,837 18,153 — 201,700  Le over expenditures  S for year	Program income	8,068	4,034	10,085	20,693	24,204	56,626	28,841	18,153	Î	170,704	114,725
Excess of revenue over expenditures and recoveries for year	Total recoveries	890'8	4,034	10,085	20,693	24,204	56,626	59,837	18,153	1	201,700	127,553
	Excess of revenue over expenditures and recoveries for vear	1	I	ĺ	ļ	į	Î	1	ļ	Ì	Ì	Ĭ
					8					8		

Children's Centre Thunder Bay Service Plan Schedule of Operations (B)						Sch	Schedule 2
Year Ended March 31						2025	2024
	Autism Supports \$	Early Child Development \$	Children's DS Community Support	Youth Justice Specialized Programming	Youth Justice Reintegration Rehabilitation	Total \$	Total \$
REVENUE Ministry of Children, Community and Social Services	28,425	65,600	417,080	73,550	405,867	990,522	967,622
EXPENDITURES							
Salaries	21,405	42,530	286.210	48.000	255.000	653,145	635 145
Employee benefits - statutory	2,196	4,000	23,333	3,630	18,000	51.159	51,159
- non-statutory	1,861	8,204	46,667	7,370	38,000	102,102	102,102
Transportation and communication							 
Travel	I	ì	200	200	200	1500	1.500
Communication	200	200	2,500	1,000	3,000	7,500	7,500
Services							
Utilities	1	į	1,500	1,000	3,000	5.500	5.500
Staff training	I	ı	1,000	1	2,000	3,000	3,000
Advertising and promotion	1	1	200	ı		200	500
Purchased services - client related	I	1	5,100	1	16,000	21,100	21.100
Insurance	Ī	į	2,000	1	3,000	5,000	5,000
Supplies and equipment							
IT supplies and equipment	1,000	1,000	4,200	1	1	6.200	6.200
Other supplies and equipment	1,463	3,366	3,570	5,050	27,367	40,816	37,916
Total expenditures	28,425	59,600	377,080	66,550	365,867	897,522	876,622
Excess of revenue over expenditures							
before the following	l	000'9	40.000	7.000	40.000	93.000	91 000
Allocated administration, net [schedule 5]	Î	(6,000)	(40,000)	(2,000)	(40,000)	(93,000)	(91,000)
Excess of revenue over expenditures for year	Î	I	ı	1	1	1	1

λi	ations (A)
Children's Centre Thunder Bay	Other Programs Schedule of Operations

Schedule 3

Year Ended March 31		ומנוסווט (ב	,									2025	2024
	Ontario Trillium Grant	m Mental Health	Gender	Supervised			Healthy						
	ACES	Supports	_	Access		Preschool	Child	Preschool	Strategic	Preschool Strategic Entrepreneurial	Part (B)		
	Program	Black Youth	Care	Program	Ę	Consultation	Development	Program	Alliance	Services	[schedule 4]	ř	Total
REVENUE	æ	Ð	Ð	A	æ	Ð	A	æ	Ð	A	æ	Ð	ə
Ministry of Children, Community and Social Services	Services	I	Ī	200,955	ij	1	1,517,335	I	I	ľ	1,077,782	2,796,072 2,708,584	2,708,584
Ministry of Health	ı	1	1	1	232,332	1	I	1	1	1	272,790	505,122	812,778
The District of Thunder Bay Social													
Services Administration Board	I	1	1	1	T.	144,000	1	82,800	1	1	1,365,500	1,592,300	1,663,554
Centre for Addiction and Mental Health	ı	I	1	1	1	1	Ĵ	I	I	ĵ	807,792	807,792	ij
Ontario Health Team	I	Ī	E	E	Ĺ	I	j	Ĭ	ı	347,790	347,790	347,790	Ĩ
Other income	70,000	143,620	45,000	1	1	1	132,508	1	149,493	187,458	389,167	1,117,246	653,449
Total revenue	70,000	143,620	45,000	200,955	232,332	144,000	1,649,843	82,800	149,493	535,248	3,913,031	7,166,322	5,838,365
EXPENDITURES													
Salaries	41,491	60,368	1	154,262	159,219	115,818	1,139,350	60,707	42,510	144,028	1,746,214	3,663,967 3,464,090	3,464,090
Employee benefits - statutory	Ī,	1	E	9,405	12,464	8,427	118,819	5,234	f	10,637	204,134	369,120	317,995
- non-statutory	1	ì	1	4,369	26,872	15,813	248,576	10,627	1	1	297,744	604,001	533,685
Transportation and communication													
Travel	5,349	1	1	40	5,040	1,005	26,627	1	4,132	1,295	45,700	89,188	73,341
Communication	1	I	I	367	2,396	724	4,439	į	310	Ì	15,443	23,679	16,035
Services													
Rent	ı	1	1	14,600	9,000	ı	1	5,000	1	5,000	43,167	73,767	78,591
Utilities	Ĩ	Ĭ	ı	I	ı	Ì	1	į	Ī	I	3,321	3,321	Ī
Staff training	130	1	1	425	136	1,798	1,040	1	1	89	2,093	5,690	16,955
Advertising and promotion	į	1	1	1	1	Ī	I	1	1	Ĭ	48,657	48,657	4,554
Repairs and maintenance services													
- building, equipment, auto	1	1	I	1	1	I	1	1	I	1	83,065	83,065	24
Professional fees - non-client related	I	1	1	1	1	Ĩ	3,535	1	71,293	Ĩ	2,407	77,235	31,298
Purchased services - client related	I	64,308	45,000	Į.	I	ĺ	51,021	Ē	f	200,779	731,863	1,092,971	733,707
Insurance	1	1	1	ł	1	Î	ı	i	1	i	209	209	1,242
Other	t	i	ŧ	I	I	Ĩ	1	1	ŧ	ı	658	959	I
Repairs and maintenance supplies													
<ul> <li>building, equipment, auto</li> </ul>	I	f	ŀ	Ī	I	Ī	30,000	1	1	ı	191,008	221,008	22,915
(T supplies and equipment	860'9	1	1	80	3,442	ì	I	1	1	10,000	16,537	36,157	65,900
Other supplies and equipment	16,932	18,944	ı	1,407	2,416	415	26,436	1,232	31,248	5,362	293,191	397,583	106,110
Other miscellaneous	ij	1	Ł	Ĩ	I	ĵ	Ţ	ľ	E	Î	94,349	94,349	107,609
Total expenditures	70,000	143,620	45,000	184,955	217,985	144,000	1,649,843	82,800	149,493	377,169	3,819,760	6,884,625	5,574,051
Excess of revenue over expenditures													
before the following	1	1	I	16,000	14,347	1	1	1	1	158,079	93,271	281,697	264,314
Allocated administration, net [schedule 5]	į	1	Î	I	Ī	Ĭ	į	I	1	I	5,671	5,671	(50,000)
Excess of revenue over expenditures													
before the following	1	1	I	16,000	14,347	1	1		1	158,079	87,600	276,026	214,314
RECOVERIES				146,000	(44.947)	Ì	Ü	8			(07 500)	(447 047)	(747 047)
Management rees (schedule 5)	1	E	ı	(1000)	(14,347)	1	1	I	ı	ľ	(87,600)	(117,947)	(746,711) (746,711)
Excess of revenue over expenditures													
and recoveries for the year	I	i	Ĩ	Ĭ	Î	Ī	j	i	ţ	158,079	j	158,079	96,367

Repair Ended March 31         Youth Youth Hub Pouth Hub Pouth Hub Pouth Hub Pouth Hub Pouth Hub Pouth Social Sarvices (Operating)         Youth Hub Pouth Hub Pouth Hub Pouth Hub Pouth Social Sarvices (Operating)         Youth Hub Pouth Social Sarvices (Operating)         Services (Sarvice Parties)         Service Sarvices (Operating)         Services (Sarvice Parties)         Service Sarvices (Operating)         Services (Sarvice Parties)         Service Sarvices (Operating)         Services (Sarvice Parties)         Service Parties)         Service Parties (Sarvice Parties)         Service Parties (Sarvice Parties)         Service Sarvices (Sarvice Parties)         Service Sarvice (Sarvice Parties)         Service Sarvice (Sarvice Parties)         Service Sarvice (Sarvice Parties)         Service Sarvice (Sarvice Parties)         Service (Sarvice Parties)         Service (Sarvice Parties)         Service (Sarvice Parties)         Serv								
Vouth   Vout							2025	2024
Wellness         Wellness         Other Derating)         Capital         Services         Services           \$ <td< th=""><th></th><th>elfare</th><th></th><th></th><th></th><th></th><th></th><th></th></td<>		elfare						
Hub   Hub   Intensive School   School   Services   Se		Community Complex	x Child Care	Services for		Knowledge		
Community and		Prevention and Special	Special	Children with	System	Institute		
Community and ———————————————————————————————————		orts Ne	ž	Complex Needs	Management	Engagement	Total	Total
Community and		₩.	us.	un.	•	•	₩	44
der Bay Social aufon Board and Mental Health Board and Mental Health Board  Cory.792  Cory.000								
der Bay Social		65,431 395.585	9	170 956	1	Ų	4 077 782	517 575
Second   S				ı	07.2 79II	B J	201,110,1 007 979	000
aud Mental Health 607,792 200,000					1	ļ	17.14	
and Mental Health 607,792 200,000	Ì	1	1,365,500	1	1	1	1,365,500	1
- statutory	1	Ť	I.	ĵ	1	ţ	807,792	I
- statutory 37,886 27,203 46,422 54140 37,886 3,613	Ī	- 55,830	0 44,100	Ĩ	1	6,237	389,167	550,283
- statutory 37,886 — 27,203 46,422 3,613 communication 2,223 — 2,223 — 1,688 1,754 — 26,418 communication 2,223 — 1,688 1,754 — 25,418 communication 2,223 — 1,688 1,754 — 724 communication 2,223 — 1,688 1,754 — 1,688 communication 48,657 — 1,688 communication 48,657 — 1,688 communication 48,657 — 1,688 communication 48,657 — 1,688 communication 2,30,608 30,000 22,000 — 1,688 communication 2,30,608 76,000 43,000 — 1,688 communication 2,34,000 — 1,6764 — 1,676	445,810 65,431	431 451,415	4,1	170,956	272.790	6.237	3.913.031	1 153 858
- statutory 37,886 — 27,203 46,422 3.5 statutory 37,886 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,613 — 3,614 — 7,64								
- statutory 37,886 — 3,613 - non-statutory 19,161 — 26,418  communication 2,223 — 1,688  1,754 — 7724  43,167 — 7724  3,321 — 7724  1,688  1,754 — 7724  43,167 — 7724  44,107 — 7724  41,167 — 7724  41,167 — 7724  41,167 — 7724  41,167 — 7724  41,168  1,764 — 7724  41,168  1,688  1,764 — 7724  41,167 — 7724  41,168  1,688  1,764 — 7724  41,168  1,698  1,690	303.231 51.931	931 50.876	5 747 221	129 513	101 505	1	4 746 244	679 000
- non-statutory 19,161 — 26,418  2,223 — 1,688  1,754 — 724  43,167 — 724  3,321 — 724  3,321 — 724  41   Tormotion 48,657 — 7  Thenance services uipment, auto 30,608 30,000 22,000 — 76  The services and 40,000 — 76,000				7 786	25 135	E 1	204 134	57 075
2,223			•	44.442	24,04	Ŋ	104,134	0.010
2,223	2	iii Č	145,040	34.4.	71,303	E	44),782	94,715
43,167 — 724  43,167 — — 724  3,321 — — 41  997 — — 41  1,764 — — 724  1,764 — — 724  1,321 — — 41  1997 — — 41  1997 — — 41  1998 — — 41  1998 — — 41  1998 — — — 41  1998 — — — 41  1998 — — — — 41  1998 — — — — — 41  1998 — — — — — — — — — — — — — — — — — —	2.033	15 540	19 244	428	4 623	5	46.700	1000
43,167 — — — — — — — — — — — — — — — — — — —	1019			3	100,4	Ė	45,700	/cp'71
43,167     —       3,321     —       997     —       ntenance services     30,608       10,608     30,000       20,608     30,000       20,608     —       20,000     —       20,000     —       20,000     —       20,000     —       20,000     43,000       20,349     —       20,349     —       20,349     34,000       20,349     20,000       20,349     20,000       20,000     78,000       20,000     78,000       20,000     78,000	2	ĺ	027,11		170	l	15,443	2,906
3,321     —     41       yer     —     41       remondion     48,657     —     41       uipment, auto     30,608     30,000     22,000     —       ses - client related     49,000     —     —     —       remore supplies     60,008     76,000     43,000     —       remore supplies     60,349     34,000     —     —       remorphises     60,349     34,000     78,000     —       remorphises     60,349     34,000     78,000     —	į	i i	19				10,404	
gyr         41           fromotion         48,657         —         41           ritenance services         30,608         30,000         22,000         —           cs- non-client related         989         —         —         —           css - client related         40,000         —         —         —           nence supplies         60,000         75,000         43,000         —           nent, auto         60,008         75,000         43,000         —           nd equipment         43,796         60,000         112,797         94           ous         60,349         34,000         205,000         78,000         4			1	L	1)	L	43,167	I.
remotion         48,657         —         <	1 6		1 8	l	I	1	3,321	1
Appropriate the services and the service	35/	i.	099	2	ı	I	2093	I
Separation   Sep	Î	1		1	Î	1	48,657	3,622
s - non-client related 40,000 22,000 — 6.5 - non-client related 40,000 — 6.5 - olient subcompletes 60,008 76,000 43,000 — 6.5 - olient subcompleted 60,349 34,000 112,797 94 outs 60,349 200,000 205,000 78,000 4								
se of client related 40,000 — — — — — — — — — — — — — — — — —	457	ī	I	1	j	1	83,065	1
res - client related 40,000	1,079	ř.	339	I	Ţ	1	2,407	969
nance supplies	1	380,152	308,541	1	1	3,170	731,863	10,465
rance supplies	30	Î.	179	ı	I	1	209	1,087
rence supplies for the determinant of the determina	ì	î Î	658	1	1	1	658	1
rent, auto 60,008 76,000 43,000 —  quipment 15,764 — — — — — — — — — — — — — — — — — — —								
rd equipment 15,764 — — — — — — — — — — — — — — — — — — —	9	1	1	6,000	000'9	ı	191,008	10,826
nd equipment 43,796 60,000 112,797 94  ous 60,349 34,000 — — — — — — — — — — — — — — — — — —	1	Ĭ	. 773	1	Ì	1	16,537	62,946
60,349 34,000 — — — 607,792 200,000 205,000 78,000 4	38,665	515	4,279	7,347	22,645	3,053	293,191	42.442
607,792 200,000 205,000 78,000	E	1	1	1	1	1	94.349	49.234
	145,810 65,431	131 451,415	1,322,000	165.285	272.790	6.237	l	1 019 491
Excess of revenue over expenditures								
before the following – – – – – – – – –	1	1	87.600	5.671	1	ı	93 271	134 367
	ı			5.871	j	1	5 671	(38,000)
Excess of revenue over expenditures								
before the following	ı	ī	87,600	1	j	ï	87,600	96,367
RECOVERIES							•	
Management fees (schedule 5)	1	Ī	(87,600)	1	I	1	(87,600)	
Excess of revenue over expenditures								
and recoveries for the year	1		Ĭ,	E	ì	1	ı	96,367

Children's Centre Thunder Bay		hedule 5
Schedule of Allocated Administration Experience Year Ended March 31	enditures 2025	2024
Teal Elided March 51	\$	\$
	Φ	Φ
EXPENDITURES		
Salaries	753,141	752,339
Employee benefits - statutory	51,635	63,085
- non-statutory	143,888	137,010
Transportation and communication		
Travel	5,520	3,435
Communication	19,612	14,534
Services		
Utilities	13,260	9,865
Staff training	2,233	3,075
Advertising and promotion	125	2,288
Repairs and maintenance services - building, equipment, auto	17,438	15,058
Purchased services - non-client related	23,354	35,373
Insurance	20,248	22,000
Other	13,981	13,936
Supplies and equipment	•	
IT supplies and equipment	20,000	20,503
Other supplies and equipment	29,003	25,452
Other miscellaneous	2,484	1,977
Total expenditures	1,115,922	1,119,930
Total experience	, ,	
Administrative recoveries		
Interest	136,102	149,038
Management fees [schedule 4]	117,947	117,947
Other recoveries	50,000	50,000
- Other recoveries	304,049	316,985
A L L L L L L L L L L L L L L L L L L L		802,945
Administrative expenditures, net of allocated recoveries	811,873	002,945
Drawen allocations (schodules 4, 2, 2, and 4)		
Program allocations [schedules 1, 2, 3, and 4] Access Intake Services	(26,531)	(20,000)
	(15,683)	(7,000)
Youth Justice - Specialized Programming - Reintegration Rehabilitation	(33,591)	(40,000)
	(33,351 <i>)</i> (73,158)	(38,000)
Children's DS Community Support	(83,557)	(6,000)
Early Child Development	(200,195)	(15,000)
Targeted Prevention		
Brief Services	(214,880)	(31,000)
Family Capacity Building	(65,607)	(58,000)
Case Management and Service Coordination	(6,000)	(80,000) (195,000)
Counselling and Therapy Services	(40,000)	
Intensive Treatment Services	(7,000)	(200,945)
Specialized Consultation and Assessment	(40,000)	(62,000)
Coordinated Service Planning	/F C74\	(38,000)
Special Needs Coordination	(5,671)	(12,000)
	(811,873)	(802,945)
	y <del></del> y	

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