



**DATE OF MEETING:** JUNE 20, 2024

**TIME OF MEETING:** 10:00 A.M.

**LOCATION OF MEETING:** 3<sup>RD</sup> FLOOR BOARDROOM &  
MICROSOFT TEAMS  
TBDSSAB HEADQUARTERS  
231 MAY STREET SOUTH  
THUNDER BAY, ON

**CHAIR:** BRIAN HAMILTON

**ORDERS OF THE DAY:** DISCLOSURES OF INTEREST  
DEPUTATIONS / PRESENTATIONS  
NEW BUSINESS  
MINUTES OF PREVIOUS MEETING  
REPORTS OF ADMINISTRATION  
CORRESPONDENCE  
BY-LAWS  
NEXT MEETING  
ADJOURNMENT

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Note: For the purposes of the agenda and subsequent Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda item; references to TBDHC or the Board refers to the Thunder Bay District Housing Corporation Board of Directors as relevant to specific agenda item. References to CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

## **BOARD MEETING**

### DISCLOSURES OF INTEREST

### CONFIRMATION OF BOARD MEETING AGENDA

#### **Resolution No. 24/42**

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for June 20, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

## MINUTES OF PREVIOUS MEETINGS

### Board Meetings

Minutes of [Meeting No. 09/2024](#) (Regular Session) and [Meeting No. 10/2024](#) (Closed Session) of TBDSSAB, held on May 16, 2024, respectively, to be confirmed.  
**(Pages 7 - 16)**

#### **Resolution No. 24/43**

THAT the Minutes of Meeting No. 09/2024 (Regular Session) and Meeting No. 10/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on May 16, 2024, respectively, be confirmed.

### Committee/Table Meetings

Draft [Minutes of the Situation Analysis Review Committee Meeting](#) held on May 16, 2024 presented, for information only. **(Pages 17 - 19)**

## CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters about identifiable individuals and employee negotiations with respect to the CEO Hiring Committee Update, relative to personal matters about identifiable individuals and labour relations with respect to the 2025 TBDSSAB Budget Implications, and relative to security of the property of the Corporation with respect to the Bertrand Court Update.

#### **Resolution No. 24/44**

THAT the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters about identifiable individuals and employee negotiations with respect to the CEO Hiring Committee Update, relative to personal matters about identifiable individuals and labour relations with respect to the 2025 TBDSSAB Budget Implications, and relative to security of the property of the Corporation with respect to the Bertrand Court Update.

## REPORTS OF ADMINISTRATION

### Chief Executive Officer Hiring Committee Update

Memorandum from Jim Moffat, Committee Chair providing the Committee's recommendation to the Board presented in Closed Session.

The following resolution is presented to the Board, for consideration.

#### **Resolution No. 24/45**

THAT with respect to the Memorandum provided by the Chair of the CEO Hiring Committee, that we direct the CEO Hiring Committee to proceed as directed in Closed Session.

### Proposed Budget Schedule

[Report No. 2024-23](#) (Corporate Services Division) relative to providing the Board with TBDSSAB's proposed 2025 Budget Schedule, for consideration. **(Page 20 - 22)**

#### **Resolution No. 24/46**

THAT with respect to Report No. 2024-23 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2025 Budget Schedule as presented.

### Building Condition Assessment Results

[Report No. 2024-24](#) (Corporate Services Division) relative to providing the Board with the results of the Building Condition Assessments completed for TBDSSAB property assets, for consideration. **(Page 23 - 35)**

#### **Resolution No. 24/47**

THAT with respect to Report No. 2024-24, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), accept the Building Condition Assessment report;

AND THAT the Board direct Administration to report back at the September 19, 2024 Board meeting with an updated Property Portfolio Action Plan related to TBDSSAB's property assets.

### Impact of Short-Term Rentals in the District of Thunder Bay

[Report No. 2024-25](#) (Integrated Social Services Division) relative to providing the Board with information regarding the issue of short-term rentals and the impact on access to housing throughout the District of Thunder Bay, for information only. **(Page 36 -40)**

### Capital Seed Funding

[Report No. 2024-26](#) (Integrated Social Services Division) providing the Board with information regarding the options for prospective affordable housing proponents to access seed funding to bring potential projects from the concept stage to the proposal stage, for information only. **(Page 41 - 43)**

### TBDSSAB Supported Affordable and Transitional Housing

[Report No. 2024-27](#), (Integrated Social Services Division) providing the Board with an overview of the affordable and transitional housing projects that have been developed or supported by TBDSSAB since 2014, for information only. **(Pages 44 - 46)**

### Employment Services Transformation Update

[Memorandum from Jennifer Lible, Manager, Social Services Programs](#) (Integrated Social Services Division) providing the Board with an update of the employment services transformation, for information only. **(Pages 47 - 49)**

### 2024 Association of Municipalities of Ontario Position Papers

[Report No. 2024-28](#), (Chief Executive Officer Division) providing the Board with the position papers for the 2024 Association of Municipalities Ontario (AMO) Annual Conference, for consideration. **(Pages 50 - 67)**

#### **Resolution No. 24/48**

THAT with respect Report No. 2024-28 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the 2024 Association of Municipalities of Ontario (AMO) Position Papers as presented;

AND THAT we direct the Chief Executive Officer (CEO) to incorporate any edits to the position papers recommended by the Board by consensus into a final delegation package;

AND THAT we direct the CEO to send the final delegation package to the appropriate provincial Ministries;

AND THAT a copy of the approved delegation briefings package be sent to Thunder Bay District municipal councils for endorsement;

AND THAT the CEO attend the 2024 AMO Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

#### Cancellation of July Board Meeting

Memorandum from Bill Bradica, CEO dated June 3, 2024 providing Administration's recommendation to cancel the TBDSSAB July Board meeting, for consideration.  
**(Page 6, )**

#### **Resolution No. 24/49**

THAT with respect to the Memorandum dated June 3, 2024 from William Bradica, Chief Executive Officer, we approve the cancellation of the July Board Meeting scheduled for Thursday July 18, 2024;

AND THAT notice of the cancellation be posted on The District of Thunder Bay Social Services Administration Board website.

#### Signing Authority for Summer Months

Memorandum from Bill Bradica, CEO dated June 5, 2024 relative to requesting the Board's approval for signing authority during the summer months, for consideration.  
**(Page 6- )**

#### **Resolution No. 24/50**

THAT with respect to the recommendation of Administration relative to any urgent items that require Board approval for the months of July, August and the beginning of September, we authorize the Chief Administrative Officer and the Chair, or Vice Chair in the absence of the Chair, to sign any required documents with respect to items included in the approved 2024 Budget that exceed \$450,000;

AND THAT we authorize the Board Chair and Vice-Chair to review and approve for signing, any items outside of the approved 2024 Budget that are time sensitive;

AND THAT a Report be presented to the Board at the September Board meeting outlining any such items for the Board's information.

## CORRESPONDENCE

### Social Assistance Rates and Common Assessment Tool

Letter from the Honourable Michael Parsa, Minister of Children Community and Social Services acknowledging the letter, resolution and TBDSSAB Board Report forwarded to the Minister, for information only. **(Pages +\$)**

## BY-LAWS

## NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, September 19, 2024 at 10:00 a.m., in the 3<sup>rd</sup> Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

## ADJOURNMENT

### **Resolution No. 24/51**

THAT the Board Meeting No. 11/2024 of The District of Thunder Bay Social Services Administration Board, held on June 20, 2024, be adjourned at \_\_\_\_\_ a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 09/2024  
OF**

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

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**DATE OF MEETING:** May 16, 2024

**TIME OF MEETING:** 10:03 a.m.

**LOCATION OF MEETING:** Microsoft Teams &  
3rd Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Brian Hamilton

**PRESENT:**

Albert Aiello  
Anne-Marie Bourgeault  
Meghan Chomut  
Kasey Etrene  
Nancy Gladun  
Brian Hamilton  
Greg Johnson  
Kathleen Lynch  
Elaine Mannisto  
Jim Moffat  
Dominic Pasqualino  
Jim Vezina

**OFFICIALS:**

Bill Bradica, Chief Administrative Officer  
Georgina Daniels, Director, Corporate Services Division  
Ken Ranta, Director, Integrated Social Services Division  
Tafadzwa Mukubvu, Manager, Finance  
Shari Mackenzie, Manager, Human Resources  
Stephanie Veneruzzo Acting Manager, Housing &  
Homelessness Programs  
Crystal Simeoni, Manager, Housing Operations  
Tomi Akinyede, Supervisor, Research & Social Policy  
Carole Lem, Communications & Engagement Officer  
Larissa Jones, Recording Secretary  
Glenda Flank, Executive Assistant

**REGRETS:**

Ken Boshcoff  
Mark Thibert

**GUESTS:**

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**BOARD MEETING**

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/35

Moved by: Greg Johnsen  
Seconded by: Dominic Pasqualino

THAT with respect to the agendas for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for May 16, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 07/2024 (Regular Session) and Meeting No. 08/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 18, 2024, were presented for confirmation.

Resolution No. 24/36

Moved by: Elaine Mannisto  
Seconded by: Jim Moffat

THAT the Minutes of Meeting No. 07/2024 (Regular Session) and Meeting No. 08/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 18, 2024, respectively, be confirmed.

CARRIED

CLOSED SESSION MEETING

Administration recommends that the Board adjourns to a closed meeting relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of Administration regarding the CAO Performance Evaluation, and with respect to a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute regarding a COCHI project update and Homelessness Prevention Program Funding Allocation.

Resolution No. 24/37



Moved by: Albert Aiello  
Seconded by: Kasey Etreni

THAT the Board adjourns to Closed Session relative to personal matters regarding identifiable individuals, including members of Administration regarding the CAO Performance Evaluation, and with respect to a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute regarding a COCHI project update and Homelessness Prevention Program Funding Allocation.

CARRIED

At 10:56 a.m. the meeting reconvened with all members of Administration and all Board Members in attendance.

#### REPORTS OF ADMINISTRATION

##### Not for Profit Housing Capital Repair Grants

Report No. 2024CS-02, (Integrated Social Services Division) was presented to the Board in Closed Session relative to providing information regarding capital repair funding.

On consensus the following resolution was presented in Regular Session

Resolution No. 24/38

Moved by: Kasey Etreni  
Seconded by: Nancy Gladun

THAT with respect to Report No. 2024CS-02 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

##### TBDSSAB 1<sup>st</sup> Quarter Operational Report

Report No. 2024-19 (Integrated Social Services Division) was presented to the Board providing the information containing the trends within TBDSSAB programs and services.

Ken Ranta, Director, Integrated Social Services Division provided a brief overview and responded to questions.

Request for Service Manager Consent –  
Removal of Shareholder of the Corporation  
– Manitouwadge Municipal Housing Corp

Report No. 2024-20 (Integrated Social Services Division) was presented to the Board providing information related to the request from the Township of Manitouwadge regarding the Manitouwadge Municipal Housing Corporation and Administration's recommendation.

Ken Ranta, Director Integrated Social Services Division provided a brief overview.

Resolution No. 24/39

Moved by: Albert Aiello  
Seconded by: Kasey Etrene

THAT with respect to Report No. 2024-20 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the request from the Township of Manitouwadge Council that the Corporation of the Township of Manitouwadge be removed as sole shareholder of the Manitouwadge Municipal Housing Corporation as stated in its Articles of Incorporation;

AND THAT Manitouwadge Municipal Housing Corporation provide The District of Thunder Bay Social Services Administration Board with revised Articles of Incorporation stating the corporation is a non-profit corporation without share capital, once completed.

CARRIED

At 11:02 a.m. Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

TBDSSAB 1<sup>st</sup> Quarter Financial Report

Report No. 2024-21 (Corporate Services Division) was presented to the Board providing the 2024 First Quarter Financial Report, projection to year-end and Key Performance Indicators.

Georgina Daniels, Director, Corporate Services Division provided a brief overview and responded to questions.

Bill Bradica, CEO provided further information.

At 11:09 a.m. Stephanie Veneruzzo Acting Manager, Housing & Homelessness Programs, Tafadzwa Mukubvu, Manager, Finance and Crystal Simeoni, Manager, Housing Operations, left the meeting.

TBDSSAB 1<sup>st</sup> Quarter Strategic Plan  
Update

Report No. 2024-22 (Chief Executive Officer Division) providing the quarterly update on the Strategic Plan 2024 progress as at March 31, 2024 was presented to the Board.

Bill Bradica, CEO provided an overview and responded to questions.

Carole Lem, Communications & Engagement Officer, provided clarification and responded to questions.

Resolution No. 24/40

Moved by: Kathleen Lynch  
Seconded by: Greg Johnsen

THAT with respect to Report No. 2024-22 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024 Strategic Plan – 2024 First Quarter Update for information only.

CARRIED

Chief Executive Officer Hiring Committee

Memorandum from Bill Bradica, CEO was presented to the Board providing information regarding the Chief Executive Officer Hiring Committee vacancy.

Bill Bradica, CEO provided a brief overview and responded to questions.

Resolution No. 24/40A

Moved by: Nancy Gladun  
Seconded by: Kasey Etrei

THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Chief Executive Officer Hiring Committee:

1. Dominic Pasqualino

CARRIED

At 11:25 a.m. Stephanie Veneruzzo, Acting Manager, Housing & Homelessness Programs and Tafadzwa Mukubvu, Manager, Finance joined the meeting.

## CORRESPONDENCE

### National Housing Strategy

Correspondence from the Honourable Paul Calandra, Ministry of Municipal Affairs and Housing relative to the future of the National Housing Strategy funding was presented to the Board.

Bill Bradica, CEO provided an overview and responded to questions.

Correspondence from the Honourable Sean Fraser, Ministry of Housing, Infrastructure and Communities relative to the National Housing Strategy funding was presented to the Board.

Bill Bradica, CEO provided an overview and responded to questions.

### Care Bus Thank You Letter

Correspondence from Juanita Lawson, CEO NorWest Community Health Centres, thanking TBDSSAB for Care Bus funding was presented to the Board.

Bill Bradica, CEO provided an overview and responded to questions.

Ken Ranta, Director, Integrated Social Services Division, also responded to questions.

## BY-LAWS

### NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board was confirmed to be held on Thursday, June 20, 2023 at 10:00 a.m., in the 3<sup>rd</sup> Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 24/41

Moved by: Kasey Etreni  
Seconded by: Greg Johnsen

THAT the Board Meeting No. 09/2024 of The District of Thunder Bay Social Services Administration Board, held on May 16, 2024, be adjourned at 11:40 a.m.

CARRIED

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Chair

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Chief Executive Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 10/2024  
OF  
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

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**DATE OF MEETING:** May 16, 2024

**TIME OF MEETING:** 10:16 a.m.

**LOCATION OF MEETING:** Microsoft Teams &  
3rd Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Brian Hamilton

**PRESENT:**

Albert Aiello  
Anne Marie Bourgeault  
Meghan Chomut  
Kasey Etreni  
Nancy Gladun  
Brian Hamilton  
Greg Johnson  
Kathleen Lynch  
Elaine Mannisto  
Jim Moffat  
Dominic Pasqualino  
Jim Vezina

**OFFICIALS:**

Bill Bradica, Chief Executive Officer  
Georgina Daniels, Director, Corporate Services Division  
Ken Ranta, Director, Integrated Social Services Division  
Shari Mackenzie, Manager, Human Resources  
Glenda Flank, Executive Assistant  
Larissa Jones, Recording Secretary

**GUESTS:**

**REGRETS:**

Ken Boshcoff  
Mark Thibert

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**BOARD MEETING**

DISCLOSURES OF INTEREST

None.

At 10:16 a.m. Bill Bradica, CEO, Ken Ranta, Director, Integrated Social Services, Georgina Daniels, Director, Corporate Services, Glenda Flank, Executive Assistant and Larissa Jones, Recording Secretary left the meeting.

## REPORTS OF ADMINISTRATION

### CAO Performance Evaluation

Shari Mackenzie, Manager, Human Resources provided an overview of the 2023 Chief Administrative Officer Performance Evaluation and responded to questions.

At 10:43 a.m. Bill Bradica, CEO, Ken Ranta, Director, Integrated Social Services, Georgina Daniels, Director, Corporate Services, Glenda Flank, Executive Assistant and Larissa Jones, Recording Secretary joined the meeting.

### Not for Profit Housing Capital Repair Grants

Report No. 2024CS-02, with Resolution regarding the provision of capital repair funding for not-for-profit community housing providers was presented for consideration in Regular Session.

Ken Ranta, Director, Integrated Social Services Division provided an overview and responded to questions.

Bill Bradica, CEO provided clarification.

### Homelessness Prevention Program Funding Letter

Update regarding correspondence from the Honourable Paul Calandra, Ministry of Municipal Affairs and Housing was presented.

Bill Bradica, CEO provided a brief overview.

Ken Ranta, Director, Integrated Social Services Division provided further information.

ADJOURNMENT

Resolution No. 24/CS05

Moved by:           Meghan Chomut  
Seconded by:       Albert Aiello

THAT the Board (Closed Session) Meeting No. 10/2024 of The District of Thunder Bay Social Services Administration Board, held on May 16, 2024, be adjourned at 10:56 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

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Chair

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Chief Executive Officer





**DATE:** May 16, 2024

**TIME:** 12:30 p.m.

**PLACE:** Microsoft Teams &  
3<sup>rd</sup> Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Kasey Etreni

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**PRESENT:**

Meghan Chomut  
Kasey Etreni  
Brian Hamilton  
Kathleen Lynch  
Elaine Mannisto

**RESOURCE STAFF:**

Bill Bradica, Chief Executive Officer  
Shari Mackenzie, Manager, Human Resources  
Carole Lem, Communications & Engagement Officer  
Larissa Jones, Communications Assistant  
Glenda Flank, Recording Secretary

**REGRETS:**

**GUESTS:**

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1.0 Call to Order

Kasey Etreni, Committee Chair called the meeting to order at 12:34 p.m.

2.0 Disclosures of Interest

None.

### 3.0 Confirmation of Minutes

Minutes of the Situation Analysis Review Committee meeting held on October 19, 2023 were presented for confirmation.

Moved by: Brian Hamilton  
Seconded by: Elaine Mannisto

THAT the Minutes of the meeting of the Situation Analysis Review Committee held on October 19, 2023, be confirmed.

CARRIED

### 4.0 Indigenous Representative Engagement

Kasey Etreni, Committee Chair called the meeting to discuss the Indigenous Representative Engagement held on April 17, 2024.

Bill Bradica, Chief Executive Officer provided an overview regarding the Indigenous Representative Engagement held on April 17, 2024 and responded to questions.

Carole Lem, Communications and Engagement Officer provided further information.

Kathleen Lynch, Committee Member provided a brief update relative to the Indigenous Representative Engagement Session.

Elaine Mannisto, Committee Member provided further information relative to the Indigenous Representative Engagement Session.

The Committee discussed Committee Member attendance at future Indigenous Representative Engagement Sessions (Sessions), level of participation by stakeholders, information they would like to have shared following the Sessions and assistance with facilitation of the Sessions. The role of Administration and Board Members was addressed by the the CEO.

### 5.0 New Business

None.

### 6.0 Next Meeting

The next Situation Analysis Review Committee Meeting is to be determined at a future date.

7.0 Adjournment

Moved by:           Meghan Chomut  
Seconded by:       Kathleen Lynch

THAT the meeting of the Situation Analysis Review Committee held on May 16, 2024, be adjourned at 1:42 p.m.

CARRIED



## BOARD REPORT

REPORT No.: 2024-23  
MEETING DATE: JUNE 20, 2024  
SUBJECT: 2025 BUDGET SCHEDULE

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### RECOMMENDATION

THAT with respect to Report No. 2024-23 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2025 Budget Schedule as presented.

### REPORT SUMMARY

To provide the proposed 2025 Budget Schedule to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) for approval.

### BACKGROUND

Administration prepares and presents annual operating and capital budgets to the Board for review and approval. To support this effort, the Board approves a Budget Schedule which identifies when the budget will be presented to the Board as well as certain administrative milestones during the budget process.

In accordance with the Budget Policy #CS-02:83, the annual Budget Schedule is to be presented to the Board no later than the June Board meeting.

### COMMENTS

TBDSSAB employs a performance-based budgeting approach where financial decisions and resource allocations are based on achieving specific, and measurable, performance goals and outcomes. In accordance with the Budget Policy, Key Performance Indicators (KPI) for all areas of the organization are identified through the budget process and formally presented to the Board.

The proposed 2025 Budget and KPIs will be presented to the Board at the November 2024 Board meeting for review and deliberation using the strategic direction and outcomes identified in previous Strategic Plans. Administration will incorporate any

feedback from the Board, as well as any additional information provided by provincial Ministries, and resubmit the Budget for approval at the December 2024 Board meeting.

Table 1 below, presents the 2025 Budget Schedule as proposed by Administration:

<b>Table 1: 2025 Budget Schedule</b>	
Senior Management Team identifies Key Performance Indicators and establishes appropriate targets	July 2 – 26, 2024
Senior Management Team Budget deliberations	July 29 – September 19, 2024
Draft Capital Budget and 10-Year Capital Forecast submitted to Finance	August 29, 2024
Draft Operating Budgets submitted to Finance	September 20, 2024
Financial Context and Reserve and Reserve Fund Strategy Updates presented to the Board (at Regular Board Meeting)	October 17, 2024
Final Draft Budget submitted to Chief Executive Officer	October 21, 2024
Draft Budget package provided to Board for review (prior to Board meeting presentation)	November 7, 2024
Draft Budget presented to Board (Administration will be available to answer questions)	November 21, 2024
Final Draft Budget including changes requested by the Board, presented to Board for approval, including By-law approval	December 19, 2024

Administration will provide further information regarding the Budget Schedule to the Board, if required.

## STRATEGIC PLAN IMPACT

This report relates to the Board's 2024-2027 strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

## FINANCIAL IMPLICATIONS



There are no direct financial implications related to this report.

## CONCLUSION

It is concluded that the proposed 2025 Budget Schedule has been developed to maximize the efficient and effective development of the 2025 Budget Package, with a target date for final Board approval of December 2024 and should be approved.

## REFERENCE MATERIALS

None.

PREPARED BY:	Tafadzwa Mukubvu, CPA, CGA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2024-24

MEETING DATE: JUNE 20, 2024

SUBJECT: BUILDING CONDITION ASSESSMENT RESULTS

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### RECOMMENDATION

THAT with respect to Report No. 2024-24, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), accept the Building Condition Assessment report;

AND THAT the Board direct Administration to report back at the September 19, 2024 Board meeting with an updated Property Portfolio Action Plan related to TBDSSAB's property assets.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the results of the Building Condition Assessments completed for TBDSSAB's property assets.

### BACKGROUND

In September 2022, TBDSSAB issued a Request for Proposal for consulting services for TBDSSAB, and the Community Housing Providers (HP) within the service system, to complete an integrated review of its property portfolio to update and ascertain the physical condition of the assets of TBDSSAB and each HP, in order to develop long-term capital plans. Specific requirements included:

1. Building Condition Assessments (BCA) - conducting a detailed non-destructive on-site assessment of each property including full exterior inspections and interior inspections of no less than 10% of a sample representation of the units (a minimum of 3 units per property);
2. American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level 2 Energy Audit (EA) as per ASHRAE Standards;
3. Capital Expenditure Forecasts (CEF) for the next 30 years, including annual expenses for each property over a 30-year period, and

4. Reserve Fund Studies (RFS) - to estimate the adequacy of capital reserve funds over the next 30 years, to support the analysis of reserve funds, and maximize long term financial sustainability of the assets.
5. Work shall include an Environmental Audit on the presence of Designated Substances and Asbestos that will provide the appropriate recommendations.

Reporting required that each BCA/EA/CEF/RFS Report include:

1. An executive summary of major findings and recommendations for each category of capital item, include a roll-up of the costs by major property elements for each building type within each property and a summary of recommended energy measures.
2. A Condition Assessment of Capital Components, including a review of any major problem areas requiring further in-depth testing, including a description of the problems, the kind of testing needed, and an estimate of cost for testing.
3. Digital photographs taken to document the conditions observed during the survey and highlight deficiencies, and at minimum, photographs of each elevation, of each roof level and of typical site elements.
4. Photographs of specific major deficiencies or areas requiring repair / replacements.
5. A capital data sheet for each of the Building Components and Elements outlined in Attachment 1 identifying:
  - i) What the capital item is and what it is made of;
  - ii) Which prioritization category the capital component belongs to according to the categories outlined in the Report Prioritization System (provided);
  - iii) How many of each item there are;
  - iv) Their physical condition according to descriptions outlined in the Report Component Condition Rating and any additional annotations;
  - v) Their actual or estimated age, their normal life span;
  - vi) When they will next need major repair or replacement (estimated remaining life);
  - vii) An estimate of cost in present dollars for future repair or replacement based on current physical condition;
  - viii) Preventive maintenance recommendations, if any, to extend end-of-life expectancy;
  - ix) Other recommendations, if any, on how TBDSSAB can save money (e.g., advice on when a less expensive replacement would work as well as the original item, when a higher quality replacement would save money in the long-term, and when it would be more cost effective to replace a capital item rather than continuing to repair it);



- x) Comment and assumptions regarding the impact of manufacturer's obsolescence cycles on the replacement cycle and therefore the anticipated life span of specific elements, and
  - xi) Observations, if any, on the non-compliance of the item with applicable laws and regulations and a review of any major problem areas requiring further in-depth testing, including a description of the problems, the type of testing required and an estimated cost.
6. CEF for each Property detailing an estimate of the capital expenditure requirements on an annual basis for the next 30 years, with repair or replacement cost in 2023 dollars.
  7. RFS for each Property to estimate the adequacy of capital reserve funds over the next 30 years.

The contract was awarded to McIntosh Perry Consulting Engineers Ltd., (Report No. 2022-61 – Contract Award – Building Condition Assessments) and work was carried out throughout 2023 and early 2024.

## COMMENTS

### Facility Condition Index Rating

The Facility Condition Index (FCI) is an industry standard asset management tool which measures the constructed asset's condition at a specific point in time. It is a functional indicator resulting from an analysis of different but related operational indicators to obtain an overview of a buildings' condition as a numerical value.

FCI is defined as a ratio of the aggregated total cost of any needed or outstanding repairs, renewal or upgrade requirements for a given building to the current replacement value of the building or component. This ratio represents the repair needs or replacement value expressed in percentage terms. Land values are not to be considered when calculating FCIs.

$$\text{FCI} = \frac{\text{Building or Component Renewal Needs (S)}}{\text{Current Replacement Value of Building or Components (\$)}} \times 100\%$$

FCIs are classified and expressed according to the following condition ratings for all buildings and components:

- i. Good Condition (0 - 5% FCI): asset is in good condition and does not require capital expenditure.
- ii. Fair Condition (6 - 10% FCI): asset is in fair condition and requires some capital expenditure and will likely become "poor" within a few years if not addressed.

- iii. Poor Condition (21-30% FCI): Asset is in poor condition and requires capital expenditure and will likely become 'critical' within a few years if not addressed.
- iv. Critical (>30%) - asset is deteriorated and requires immediate capital expenditure.

Utilizing FCI provides a professional method of measurement to determine the relative condition index of a single building, group of buildings, or a total portfolio. As FCI increases, assets will experience:

- Increased risk of component failure, resulting in potentially greater costs for emergency mitigation requirements;
- Increased facility maintenance and operating costs if components are not repaired/ replaced in a timely, planned and strategic manner; and
- Increased risk of negative impacts to tenants.

Utilizing the FCI rating tool provides further data relative to assessing the long term physical and financial sustainability of TBDSSAB's assets.

The FCI ratings for each of TBDSSAB's housing properties are provided in Attachment 2. In accordance with the FCI rating definitions, the summary of all TBDSSAB properties are rated as follows:

FCI Rating	Condition Narrative	# of Properties	% of Properties	Condition, per 2014 Results	% of Properties, per 2014 results
0 – 5%	Good	45	88.2%	37	67.3%
6 – 10%	Fair	3	5.9%	12	21.8%
11 – 30%	Poor	3	5.9%	4	7.3%
>30%	Critical	0	0%	2	3.6%

Although the assessments were completed for the Bertrand Court property, the results have not been included in this report as the property is currently the subject of review and analysis for redevelopment based on the previous BCA Study.

### Capital Renewal Plan

The Capital Renewal Plan provided by the consultant assumes full replacement values of the various capital (building and site) components based on engineering data relative to assumptions of end-of-life timelines.

This data needs to be interpreted appropriately based on the inherent engineering assumptions and timelines used in establishing the data; the end-of-life calculations assume that no regular and on-going preventative maintenance is being completed, which would normally extend the end-of-life timelines. As well, all components are factored in for replacement, however, certain components will not reasonably be

replaced per end-of-life standard timelines. For example, Mclvor Court has the highest FCI at 22.38% because this includes electrical panels in the units being replaced in 2025 for \$423,000, and branch wiring being replaced throughout the building in 2034 for a cost of \$889,000.

It is important to have this end-of-life data from a building condition and asset management and planning perspective, however, in the case of Mclvor Court, electrical panels in units and branch wiring through buildings would not be replaced unless they were faulty.

This data needs to be further supplemented with analysis of the current state of each property, each year, and incorporated into a long-term physical and financial plan.

Also included in the BCA assessments were requirements to move the properties to net zero by 2050, which will be important information as TBDSSAB moves forward with continuing its environmental sustainability initiatives.

Further analysis was completed by Administration to understand those items identified as high need or critical to support the long-term sustainability of the infrastructure. These resulting capital renewal requirements total \$56M over the next 30 years, or an average of \$1.8M per year, although would still be subject to annual review and confirmation of requirements.

In addition, there are various components, identified as medium priority, which require annual review to confirm capital renewal plan requirements over the next 30 years. These requirements would be incorporated into the infrastructure planning program and annual capital budget review completed by Administration, as well as annual operating maintenance plans. These plans will also impact the state of properties, as well as the resulting priority status. The capital renewal plan components identified as medium priority total \$302M over the next 30 years, or an average of \$10.1M per year.

The last category is defined as low priority which would also be incorporated into the infrastructure planning program and capital budget review completed annually by Administration. Annual operating maintenance plans would also impact the current state of properties for these required elements, as well as the resulting priority status for the elements identified as low priority.

The 30 year summary of these components is provided in the table below:

	<b>High and Urgent</b>	<b>Medium</b>	<b>Low</b>	<b>Total</b>
Total	\$ 54,360,651	\$302,863,558	\$107,214,508	\$464,438,717
Average per Year*	\$ 1,812,022	\$ 10,095,452	\$ 3,573,817	\$ 15,481,291

\*Subject to annual review and capital planning process

## Financial Investments

With the FCI data, as well as the estimated end of life capital renewal planning values, further review is required to establish long term capital plans and related financial investment requirements.

TBDSSAB maintains a Reserve Fund to provide funding for its annual capital budget program based on its capital plan. Per the Audited Financial Statements at December 31, 2023, the balance in TBDSSAB's Housing Portfolio Capital Reserve Fund was \$19,885,519. The current Reserve Fund strategy includes an annual contribution to this reserve fund from the Operating Budget based on the Social Housing Benchmark Indices, which for 2024 was a 3.12% increase over the contribution level of 2023, or \$3,056,000. In addition, the current maximum reserve fund withdrawal is set at \$4.25M which supports the annual capital plan. Based on these assumptions, the reserve fund balance will meet its minimum fund balance of \$4M throughout the 30 year timelines of the BCA reports.

The reserve fund balance has benefited in a positive way over the past 8 years, as TBDSSAB has accessed various 100% funded capital programs totaling over \$11M, which has assisted in maintaining the reserve fund balance while funding capital projects.

The level of financial investment required to support the annual renewal strategy will be reviewed in conjunction with the annual Reserve and Reserve Fund Strategy update where a more fulsome view of the capital investment requirements will be considered based on the annual capital budget process, and the availability of other funding sources to fund the capital investment plan.

## Summary

Overall, the state of TBDSSAB properties is positive, with the majority (94.1%) of its properties representing 92% or 2,294 of the units assessed at the good or fair facility condition index levels.

Maintaining these assessed levels will require ongoing financial investments through the annual capital budget program, as well as operational budget investments to ensure regular preventative maintenance programs and urgent repairs can be supported.

Although TBDSSAB included the community non-profit housing providers' portfolio BCA reviews as part of the process, the community non-profit housing providers portfolios' BCA results were not reviewed, as each of their respective Boards would review and make independent decisions on the needs and timing of capital investment. Their results and related plans will support the requirement of those non-profit housing providers' requirements to provide a long-term capital plan as a component of the new funding agreements for the post-mortgage Housing Operating Agreements. This

information will also inform decisions relative to the potential use of TBDSSAB's Community Housing Reserve Fund which can be used to support capital requirements of the non-profit housing providers.

### **Property Portfolio Action Plan**

The previously approved Property Portfolio Action Plan and Capital Strategy (RPT No. 2015-63) will also be impacted by the updated BCA results. Administration will analyze the BCA data with a view to updating the Property Portfolio Action Plan, factoring in long term physical and financial long-term sustainability and the related capital planning.

Analysis of the sustainability of each property will be determined based on the overall capital investments required in relation to the FCI rating. Additional factors to be considered for each property include market factors, existing amenities and accessibility factors, community needs, utilization, and the potential for a specific property to be redeveloped. In addition, how the existing property fits with and addresses the goals of TBDSSAB's Housing and Homelessness Strategy will also be reviewed to update the Property Portfolio Action Plan.

### **STRATEGIC PLAN IMPACT**

This report relates to the Board's strategic direction of Financial Stewardship, with a focus on maximizing long term physical and financial sustainability of TBDSSAB assets.

### **FINANCIAL IMPLICATIONS**

The data provided through the BCAs will be incorporated into the annual capital renewal strategy, and Capital Budget program as well as the annual Reserve and Reserve Fund Strategy Update.

### **CONCLUSION**



It is concluded that the results of the BCAs have been provided, and this updated data will inform infrastructure planning and the annual capital budget and forecast for TBDSSAB's property assets.

It is also concluded that the annual Reserve and Reserve Fund Strategy will be updated based on the updated capital planning, budget and forecast, and presented to the Board at its October 2024 meeting.

It is further concluded that an updated Property Portfolio Action Plan be provided to the Board at its October 2024 meeting.

**REFERENCE MATERIALS**

Attachment #1 [Components and Elements – Building and Site](#)  
 #2 [Property Portfolio Facility Condition Index \(FCI\) Rating](#)

PREPARED BY:	Marty Farough, Manager, Infrastructure & Asset Management
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SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



**The District of Thunder Bay Social Services Administration Board  
Components and Elements - Building and Site**

**Building Components and Elements**

Category	Element Description	Definition
A10 - Foundations	Standard Foundations	Foundations include all buried structural elements supporting columns, walls, framed floors & roof, i.e. spread footings, piles & pile caps, concrete or masonry walls below grade on strip footings, ground supported raft slabs, drainage & damp proofing.
A10 - Foundations	Standard Foundations - Parking Garage	Foundations include all buried structural elements supporting columns, walls, framed floors & roof, i.e. spread footings, piles & pile caps, concrete or masonry walls below grade on strip footings, ground supported raft slabs, drainage & damp proofing.
B10 - Superstructure	Structural Frame	Superstructure includes all structural elements above the foundations at ground level to form the building frame, i.e. columns, beams & load bearing walls, floors & roof, 1st. floor slabs-on-grade, canopies, balconies, rails, parapets & exterior stairs.
B1013 - Balcony Construction	Balcony Construction - Units	Includes: Balcony decks and railings
B2010 - Exterior Walls	Exterior Wall Construction Concrete Block	Exterior Walls enclose the building from grade to roof and may be perforated by windows and doors. They may include concrete, masonry, siding, stucco or curtain wall etc., with framing. Caulking, exterior ceilings, soffits and fascia are included.
B2010 - Exterior Walls	Exterior Wall Construction - Metal Balcony Siding 50%	Exterior Walls enclose the building from grade to roof and may be perforated by windows and doors. They may include concrete, masonry, siding, stucco or curtain wall etc., with framing. Caulking, exterior ceilings, soffits and fascia are included.
B2010 - Exterior Walls	Exterior Wall Construction - Metal Siding 50%	Exterior Walls enclose the building from grade to roof and may be perforated by windows and doors. They may include concrete, masonry, siding, stucco or curtain wall etc., with framing. Caulking, exterior ceilings, soffits and fascia are included.
B2020 - Exterior Windows	Exterior Windows - Units - Living Rooms (10%)	Exterior windows are identified as the glazed openings in the perimeter wall and include the glazing, frame (wood, plastic or metal), seals the finish and hardware. They can be in a grouping, punched or in ribbon frames, operating or fixed glass.
B2020 - Exterior Windows	Exterior Windows - Units - Balconies	Exterior windows are identified as the glazed openings in the perimeter wall and include the glazing, frame (wood, plastic or metal), seals the finish and hardware. They can be in a grouping, punched or in ribbon frames, operating or fixed glass.
B2020 - Exterior Windows	Exterior Windows - Skywalk	Exterior windows are identified as the glazed openings in the perimeter wall and include the glazing, frame (wood, plastic or metal), seals the finish and hardware. They can be in a grouping, punched or in ribbon frames, operating or fixed glass.
B2030 - Exterior Doors	Exterior Doors - Main Entrances	Exterior doors occur in the perimeter wall, the assembly covers the door, its frame, finish and hardware. Types include: hollow metal possibly with vision panels, wood, glazed in metal frames inc. storefront-type, balcony, storm and revolving doors.
B2030 - Exterior Doors	Exterior Doors - Service Rooms	Exterior doors occur in the perimeter wall, the assembly covers the door, its frame, finish and hardware. Types include: hollow metal possibly with vision panels, wood, glazed in metal frames inc. storefront-type, balcony, storm and revolving doors.
B2030 - Exterior Doors	Exterior Doors - Units - Balcony Doors	Exterior doors occur in the perimeter wall, the assembly covers the door, its frame, finish and hardware. Types include: hollow metal possibly with vision panels, wood, glazed in metal frames inc. storefront-type, balcony, storm and revolving doors.
B2030 - Exterior Doors	Exterior Doors - Overhead Doors	Exterior doors occur in the perimeter wall, the assembly covers the door, its frame, finish and hardware. Types include: hollow metal possibly with vision panels, wood, glazed in metal frames inc. storefront-type, balcony, storm and revolving doors.
B30 - Roofing	Roof Coverings - EPDM	Flat roofing: built-up asphalt, single ply, modified bitumen & inverted roof, insulation, filter fabric & ballast. Sloped roofs: shingle, slate, metal, fibreglass & copper. Includes: canopy roofing, roof glazing, hatches, flashings, anchors & joints.
C1010 - Partitions	Partitions	Partitions are generally unfinished non-load bearing wall assemblies found inside buildings. They can comprise gypsum wallboard, plaster, concrete block, glazing, glass block or wood veneer. They include the assemblies attached to load bearing walls.
C1040 - Interior Doors - Units	Interior Doors - Units	All doors in the suites except those through the perimeter walls. Constructed of hollow metal, solid or hollow wood, coiling grilles and roll-ups including the door or grille, frame, finish, hardware, glazing & caulking. Inc.; corridor & closet doors.
C1050 - Interior Doors - Common Area	Interior Doors - Common Areas	All doors in the Common Area except those through the perimeter walls. Made of hollow metal, solid or hollow wood, coiling grilles and roll-ups including the door or grille, frame, finish, hardware, glazing & caulking. Inc.; vestibule & service doors.
C1060 - Kitchen Refurbishment	Kitchen Millwork & Fixtures - Units	In residential occupancies, may include, with proportional cost; Fittings 54%, Plumbing Fixtures & Piping to risers 18%, Finishes 15%, Ventilation, Wiring & Lighting 13% replacements. The remaining costs of these components reflect this regrouping.
C1070 - Bathroom Refurbishment	Bathroom Millwork & Fixtures	In residential occupancies, may include, with proportional cost; Fittings 15%, Plumbing Fixtures & Piping to risers, 70%, Finishes 10%, Ventilation, Wiring & Lighting 5% replacements. The remaining costs of these components reflect this regrouping.
C3050 - Wall Finishes - Common Area	Wall Finishes - Paint Wall Coverings - Common Areas	Includes finishes on interior walls and the inside of exterior walls in common and service areas, except stairwells. Typical finishes; paint, stucco, wallpaper, ceramic tile, epoxy coatings, masonry or stone tile, wood paneling, fabric & waterproofing.

**Building Components and Elements**

Category	Element Description	Definition
C3070 - Floor Finishes - Common Area	Floor Finishes Painted / Sealed Concrete - Common Areas	Includes finishes on interior floor surfaces in common and service areas, except stairs. Typical finishes; ceramic tile, terrazzo, vinyl tile, sheet vinyl, rubber, linoleum, hardwood, paint/seal, masonry or stone tile, traffic coatings & waterproofing.
C3070 - Floor Finishes - Common Area	Floor Finishes - Carpet - Common Areas	Includes finishes on interior floor surfaces in common and service areas, except stairs. Typical finishes; ceramic tile, terrazzo, vinyl tile, sheet vinyl, rubber, linoleum, hardwood, paint/seal, masonry or stone tile, traffic coatings & waterproofing.
C3070 - Floor Finishes - Common Area	Floor Finishes - Vinyl Floor Tiles - Common Areas	Includes finishes on interior floor surfaces in common and service areas, except stairs. Typical finishes; ceramic tile, terrazzo, vinyl tile, sheet vinyl, rubber, linoleum, hardwood, paint/seal, masonry or stone tile, traffic coatings & waterproofing.
C3070 - Floor Finishes - Common Area	Floor Finishes - Ceramic Floor Tiles - Common Areas	Includes finishes on interior floor surfaces in common and service areas, except stairs. Typical finishes; ceramic tile, terrazzo, vinyl tile, sheet vinyl, rubber, linoleum, hardwood, paint/seal, masonry or stone tile, traffic coatings & waterproofing.
C3090 - Ceiling Finishes - Common Area	Suspended Acoustic Panel Ceilings - Common Areas	Includes all ceilings and ceiling finishes applied to interiors in common and service areas except stairs. Typical ceilings; suspended acoustic tile, adhered acoustic tile, linear metal, wood board, ceramic tile, stucco, drywall & paint.
C3200 - Interior Renovations - Units	Paint Wall Covering - Units	Includes: wall, ceiling, and flooring finishes within the unit. Does not include finishes within the Kitchen and Bathroom.
C3200 - Interior Renovations - Units	Floor Finishes - Vinyl Tile - Units	Includes: wall, ceiling, and flooring finishes within the unit. Does not include finishes within the Kitchen and Bathroom.
C3200 - Interior Renovations - Units	Suspended Acoustic Panel Ceiling - Units	Includes: wall, ceiling, and flooring finishes within the unit. Does not include finishes within the Kitchen and Bathroom.
C3200 - Interior Renovations - Units	Floor Finishes - Sheet Vinyl - Units	Includes: wall, ceiling, and flooring finishes within the unit. Does not include finishes within the Kitchen and Bathroom.
D1010 - Elevators & Lifts	Overhead Traction Passenger Elevator	Elevators and Lifts include; elevators (hydraulic or geared), lifts (handicapped) and moveable floors. (See E1037 for Dock Levellers) For the condition of these pieces of equipment refer to documentation prepared by the service provider.
D2010 - Plumbing Fixtures	Plumbing Fixtures - Units	Washroom plumbing fixtures may include toilets, lavatories, urinals, Bradleys, shower stall liners, baths, bidets etc.,. Misc. fixtures may include drinking fountains, service & kitchen sinks, emergency showers & eyewash stations and floor drains etc.
D2010 - Plumbing Fixtures	Plumbing Fixtures - Common Areas	Washroom plumbing fixtures may include toilets, lavatories, urinals, Bradleys, shower stall liners, baths, bidets etc.,. Misc. fixtures may include drinking fountains, service & kitchen sinks, emergency showers & eyewash stations and floor drains etc.
D2030 - Sanitary Waste	Sanitary Waste Systems	Sanitary waste systems include; waste piping and vent piping, valves, floor drains, cleanouts, sanitary waste equipment and insulation and also piping specialties such as strainers, hydraulic dampers, backflow preventers, etc.
D2060 - Domestic Water Distribution - Common Area	Plumbing Piping Systems	Domestic water distribution in the common & service areas includes; hot, recirculation & cold water piping, interior irrigation piping, circulation pumps, insulation & cover, valves, meters, strainers, hydraulic dampers, backflow preventers, etc.
D2095 - Domestic Water Heaters	Domestic Water Heater & Storage Tanks	Domestic water heaters may be central type; a storage tank with a hot water loop heated with internal or external steam or hot water heat exchangers, or distributed systems with small heaters near main points of use, both may be gas fired or electric.
D3012 - Gas Supply System	Gas Supply System	Providing service to the building heating system, building equipment specialties, the gas piping system includes; piping, protection, identification, valves, meters, and piping specialties.
D3016 - Solar Energy Supply	Solar Heating and Cooling System - Panels	Includes collector panels, heat exchangers, storage, pumps, piping and plumbing for solar heating systems. Includes framing, inverters, output cables, diodes, disconnects, meters, wiring, batteries, connectors and controls for photovoltaic module arrays.
D3034 - Packaged Air Conditioning Units	Rooftop AHU Heat and Cool	Includes: Computer Cooling AHU, Roof Top AHU for Heating and Cooling, Packaged Terminal A/C Units.
D3041 - Air Distribution Systems	Duct System	Air distribution systems for heating and cooling: Supply and return ductwork, fire and smoke dampers, duct accessories (dampers, filters, turning vanes, sound traps), supply and return grilles, registers and diffusers; intakes, air terminals.
D3045 - Exhaust Ventilation Systems	Exhaust Ventilation Systems - Units	Fans, ventilators, air handling units, for building mechanical exhaust systems. Ductwork, accessories, air filters, inlets and outlets for building mechanical exhaust systems. Kitchen exhaust hoods, ductwork, filters. Garage exhaust systems.
D3045 - Exhaust Ventilation Systems	Exhaust Ventilation Systems - Common Areas	Fans, ventilators, air handling units, for building mechanical exhaust systems. Ductwork, accessories, air filters, inlets and outlets for building mechanical exhaust systems. Kitchen exhaust hoods, ductwork, filters. Garage exhaust systems.
D3053 - Unit Heaters	Space Heaters - Common Areas	Complete electric or hot water heated or fossil fuel fired terminal units with wall sleeve and integral controls.
D3058-D - Make-Up AHU	Makeup AHU #1	Any type of self contained AHU specifically provided to deliver heated or cooled air, ventilation and to maintain positive air pressure in selected areas such as common areas of residential buildings
D3058-D - Make-Up AHU	Makeup AHU #2	Any type of self contained AHU specifically provided to deliver heated or cooled air, ventilation and to maintain positive air pressure in selected areas such as common areas of residential buildings
D3058-D - Make-Up AHU	Makeup AHU - Parking Garage	Any type of self contained AHU specifically provided to deliver heated or cooled air, ventilation and to maintain positive air pressure in selected areas such as common areas of residential buildings
D3060 - Controls And Instrumentation	Control Systems / Thermostats	Includes: Thermostats, timers, sensors, control valves necessary to operate systems. Also includes piping, tubing, wiring, control panels required for control systems.



**Building Components and Elements**

Category	Element Description	Definition
D3098 - Electric Baseboard Heat	Electric Heating System	Typically a perforated or slotted linear metal baseboard cabinet complete with electric coils, may include integral or local controls.
D4010 - Sprinklers	Sprinklers	Typically ceiling level pressurised water to sprinkler heads, at a code spacing. Dry with pressurized air if likely to freeze. 'Pre-action', 'Deluge' or Firecycle water damage limiting systems. May include Sprinkler Air Compressor or fire pump (D4090).
D4020 - Standpipes	Standpipes	Standpipe System provides pressurized water to strategically placed Fire Hose Cabinets. Inadequate pressure is supplemented by fire pumps (D4090) and, in areas subject to freezing, pressurized air is provided by a Standpipe Air Compressor.
D5013 - Main Electrical Service and Distribution	Main Switchgear	Main electrical service for the building.
D5014 - Intermediate Electrical Service and Distribution	Distribution Panels - Units	Intermediate service from the main to the unit panels.
D5021 - Branch Wiring	Branch Wiring - Cabling, Raceways and Bus Ducts	Includes wiring and devices for electrical distribution from circuit panels to outlets, devices and equipment connections.
D5023 - Lighting Equipment - Units	Interior Lighting - Units	Includes all hardwired interior lighting fixtures inside residential units.
D5024 - Lighting Equipment - Common Area	Interior Lighting - Common Areas	Includes all hardwired interior lighting fixtures in the common and service areas of a building.
D5037 - Fire Alarm System	Fire Alarm System	Includes main & secondary fire alarm control panels, remote annunciators, warning devices: bells, sirens, strobes, etc., manual & automatic detection devices: heat detectors, smoke & CO detectors, pull stations, flow sensors & interconnecting cabling.
D5038 - Security Systems	Surveillance System - Cameras & Hardware	Security systems include access control systems, alarm systems, video surveillance systems, designated waiting areas (DWA), emergency blue code stations etc. Components can include control panels (main and satellite), detection devices (motion detectors, glass break sensors, patient location devices, door contacts, etc.), keypads, card readers, etc.
D5038 - Security Systems	Access Control System - Kantech	Security systems include access control systems, alarm systems, video surveillance systems, designated waiting areas (DWA), emergency blue code stations etc. Components can include control panels (main and satellite), detection devices (motion detectors, glass break sensors, patient location devices, door contacts, etc.), keypads, card readers, etc.
D5091 - Exit & Emergency Light Systems	Exit Lighting	Exit lighting includes the supply and installation of all building exit signage. Power supply to the fixtures is not included in this component.
D5091 - Exit & Emergency Light Systems	Emergency Lighting	Exit lighting includes the supply and installation of all building exit signage. Power supply to the fixtures is not included in this component.
D5092 - Emergency Power & Generation Systems	Emergency Generator	Typically emergency power supply generators include, generator, transfer switch, fuel (typically diesel) supply system; fuel storage tank, fuel transfer pumps, fuel piping and possibly fuel system controls.
E1041 - Residential Appliances	Residential Refrigerators - Units	Residential Appliances include refrigerator, cooking range, range hood, clothes washing machine and dryer.
E1041 - Residential Appliances	Laundry Equipment - Common Area	Residential Appliances include refrigerator, cooking range, range hood, clothes washing machine and dryer.
E1041 - Residential Appliances	Residential Ranges - Units	Residential Appliances include refrigerator, cooking range, range hood, clothes washing machine and dryer.
F1046 - Trash Compactors	Garbage Compactors	Trash compacting devices and associated garbage disposal equipment.

**Building Components and Elements**

Category	Element Description	Definition
<b>Site Elements</b>		
Category	Element Description	Definition
G2030 - Pedestrian Paving	Concrete Pads	May include:- pedestrian pavement base courses, flexible pedestrian pavement, pedestrian unit pavers, rigid pedestrian pavement (concrete), pedestrian pavement curbs and gutters, exterior steps, ramps and associated handrails.
G2030 - Pedestrian Paving	Pedestrian Paving - Interlocking Block Walkways	May include:- pedestrian pavement base courses, flexible pedestrian pavement, pedestrian unit pavers, rigid pedestrian pavement (concrete), pedestrian pavement curbs and gutters, exterior steps, ramps and associated handrails.
G2030 - Pedestrian Paving	Concrete Stairs & Walkways	May include:- pedestrian pavement base courses, flexible pedestrian pavement, pedestrian unit pavers, rigid pedestrian pavement (concrete), pedestrian pavement curbs and gutters, exterior steps, ramps and associated handrails.
G2040 - Site Development	Retaining Walls - Concrete	May include:- fountains, fences and gates, bollards, athletic and recreational surfaces and facilities, site and street furnishings, exterior signs, footbridges and underpasses, flagpoles, bike racks, covers and shelters, site equipment, retaining walls, and any decking.
G2050 - Landscaping	Landscaping	May include:- irrigation systems, shrub and tree transplanting, soil preparation, lawns and grasses, trees, plants and ground covers, planting accessories.
G4020 - Site Lighting	Exterior Lighting	May include:- area lighting, feature lighting, building illumination, landscape lighting fixtures, transformers, poles, wiring conduits & ductbanks, controls, grounding and other site lighting items.

The District of Thunder Bay Social Services Administration Board  
Facility Condition Index Rating Summary

Legend:

	0-5% FCI Asset is in Good condition
	6-10% FCI Asset is in Fair condition
	11-30% FCI Asset is in Poor condition
	>30% FCI Asset is Critical condition

Building Name	Property Address	Municipality	Original Construction Year	FCI
Longlac Row	Centennial Drive	Longlac	1969	0.00%
Cumberland Court	76 Cumberland Street South	Thunder Bay	1986	0.00%
Neill Court	401R Fourth Avenue West	Geraldton	1978	0.02%
Fisher Court	401 Fourth Avenue West	Geraldton	1975	0.03%
Collingwood Court	610 Winnipeg Avenue	Schreiber	1980	0.05%
McGregor /Isabella	Isabella Street, Ridgeway Street, McGregor Street	Thunder Bay	1946	0.19%
Moodie/McGregor	Moodie Street, McGregor Street	Thunder Bay	1946	0.23%
Glenwood Court	170 Donald Street West	Thunder Bay	1981	0.24%
Ray/Rupert/Hill	Ray Boulevard, Rupert Street, Hill Street South	Thunder Bay	1964	0.27%
Wadsworth	131 Wadsworth Street	Nipigon	1991	0.50%
Blucher	Blucher Avenue, Picton Avenue, Lanark Street	Thunder Bay	1985	0.51%
Limbrick	1-102 Limbrick Street	Thunder Bay	1969	0.52%
Lendrum Court	283 Pearl Street	Thunder Bay	1988	0.53%
Jasper Court	1200 Jasper Drive	Thunder Bay	1992	0.54%
Seppela Court	600 McLaughlin Street	Thunder Bay	1981	0.60%
Scattered	Ryde Avenue, Newberry Crescent, Redwood Avenue, Hill Street North, Windemere Avenue North, Conyers Street, Erindale Crescent	Thunder Bay	1975	0.66%
Legion Housing	Donald Street, Grey Street, Minto Street, Valour Place	Thunder Bay	1958	0.82%
Spence Court	230 Amelia Street West	Thunder Bay	1976	0.89%
North James	James Street North	Thunder Bay	1972	0.91%
Parsons	Parsons Avenue, Melvin Avenue and Kenwood Avenue	Thunder Bay	1991	0.91%
Assef Court	925 Simpson Street	Thunder Bay	1980	0.92%
Clark Tower	9 Regent Street	Thunder Bay	1980	0.99%
Academy/Trillium	75 Academy Drive, 1-51 Trillium Way	Thunder Bay	1972	1.21%
Ruskin /Hall	Ruskin Crescent, Hall Place	Thunder Bay	1957	1.21%
Picton Tamarack	Picton Avenue, Tamarack Place	Thunder Bay	1989	1.27%
Allan B. Cox Place	1100 Donald Street East	Thunder Bay	2015	1.29%
Habitat	219 Pearl Street	Thunder Bay	1988	1.33%
Picton 3	Picton Avenue	Thunder Bay	1990	1.40%
Paterson Court	148 May Street North	Thunder Bay	1983	1.42%
Matthews Court	201 Ravenwood Avenue	Thunder Bay	1974	1.45%
Walkover	Piccadilly Avenue, Regina Avenue, Cuyler Street, Walkover Street, Athabasca Street	Thunder Bay	1991	1.60%
Wardrope Court	544 Court Street North	Thunder Bay	1972	1.62%
Gore Neebing	515 Gore Street, 1512 Neebing Avenue, 247A/B Stephen Street	Thunder Bay	1992	1.63%
Elizabeth Court	275 Madeline Street	Thunder Bay	1975	1.76%
Manion Court	130 Donald Street West	Thunder Bay	1974	1.81%
Windsor Clarkson	Windsor Street, John Street, Clarkson Avenue South	Thunder Bay	1966	1.85%
Picton 2	Picton Avenue, Blucher Street, McLaughlin Street	Thunder Bay	1985	1.97%
Frederica	1903, 1930, 1940 Frederica Street	Thunder Bay	1992	2.06%
Diversified	First Avenue, Atlantic Avenue, River Road, Arundel Street, Picton Avenue	Thunder Bay	1991	2.53%
Badanai Manor	150 Donald Street West	Thunder Bay	1969	2.61%
North Vickers	425 Vickers Street	Thunder Bay	1977	3.39%
Wade	102, 104, 106 Wade Crescent	Nipigon	1986	3.83%
John/Windsor	707 John Street, 288 Windsor Street	Thunder Bay	1970	4.11%
8-Plex Pearl	277 Pearl Street	Thunder Bay	2015	4.42%
Ross Court	210 Ross Street	Thunder Bay	1987	4.85%
Nipigon Houses	Wadsworth Street, Greenmantle Street	Nipigon	1974	5.55%
McLaughlin Court	824 McLaughlin Street	Thunder Bay	1986	5.55%
R.K. Andras Court	120 & 122 Cumberland Street	Thunder Bay	1977	9.40%
Sequoia Park	Sequoia Drive, John Street	Thunder Bay	1977	11.05%
Sjolander Court	174 Bell Street	Nipigon	1985	16.41%
Mclvor Court	1100 Lincoln Street	Thunder Bay	1974	22.26%



## BOARD REPORT

REPORT No.: 2024-25

MEETING DATE: JUNE 20, 2024

SUBJECT: IMPACT OF SHORT-TERM RENTALS IN THE DISTRICT OF THUNDER BAY

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information regarding the issue of short-term rentals and the impact on access to housing throughout the District of Thunder Bay.

### BACKGROUND

Short-term rental properties, such as those offered through booking applications like Airbnb and VRBO, are typically located in residential and vacation areas and offer an alternate accommodation service to hotels and motels. The Government of Ontario has a flexible approach to short-term rentals that gives a great deal of leeway to cities and towns to establish rules and licensing requirements. Many communities across the province have enacted licensing requirements for this type of rental service.

The popularity of short-term rentals has grown largely in recent years due to their convenience and relative affordability. Short-term rentals can vary widely in terms of size and facilities, but a proper rental will have amenities like full kitchens, laundry equipment, cable or satellite television access, and internet access. Typical short-term rentals are an option for vacationers who want more space than a hotel room can provide. Guests have the option of preparing their own meals in short-term rentals which can help reduce costs.

However, in some communities, short-term rentals like Airbnb can have an impact on the overall availability of rental housing accommodations by reducing the number of units made available in the market for long-term housing.

Given the rise in popularity of the Airbnb model, landlords are increasingly looking towards offering short-term rentals rather than housing tenants on a long-term basis.

The Airbnb model is enticing for people as it is typically more profitable than renting the same unit to someone long-term and there is more flexibility and control over who can stay there and for how long. As there is no long-term lease agreement, there are less concerns with legislation such as the *Residential Tenancies Act, 2006*. As a result, Airbnbs (and similar) are creating competition for rental spaces in many housing markets. In larger cities such as Toronto, Montreal, and Vancouver, where over half of all Airbnb listings in Canada are located, short-term rentals have contributed to a housing crisis as they have caused a significant decline in available housing supply.

In Toronto, for example, the short-term rental market grew rapidly from 2018-2019<sup>1</sup>. In 2018, there were approximately 10,750 active short-term rental listings, which rose to 12,270 listings in 2019<sup>2</sup>. This surge in listings led municipal governments to develop regulations in 2021 to mitigate long-term effects on the housing market and create more housing options for residents. It is essential to determine whether these effects are similar for the District of Thunder Bay.

## COMMENTS

In the City of Thunder Bay, the rental market in 2023 consisted of 6,150 units<sup>3</sup>, with rent averaging \$1,237 per month. Rent costs have increasingly grown nationwide. In 2021-2022, average rent prices in Thunder Bay went up by 7.5% and another 7.6% the following year, 2022-2023<sup>1</sup>. These surges have created financial barriers for residents looking for affordable housing. Among the demand for units, one and two-bedroom units account for 84% of the total rentals in Thunder Bay, with average rent price for a one-bedroom unit being \$1,054, and \$1,322 for a two-bedroom.

Additionally, 2023 vacancy rates in the City of Thunder Bay amounted to 2.9%<sup>1</sup>, with a rate of 1.8% in 2022. This decline was likely impacted by the COVID-19 pandemic, with fewer people moving during this time. Thunder Bay rates sit above the Ontario average of 1.7%. The table below outlines the rental market trends over the last 4 years:

Year	# of Units	Average Rent	Vacancy Rate (%)
2020	5,931	\$ 1,028.00	4.0%
2021	6,020	\$ 1,053.00	3.5%
2022	6,237	\$ 1,100.00	1.8%
2023	6,150	\$ 1,237.00	2.9%

<sup>1</sup> Short-term Rentals in the City of Toronto. <https://www.toronto.ca/legdocs/mmis/2021/ph/bgrd/backgroundfile-166717.pdf>

<sup>2</sup> Data during the pandemic (2020-2021) showed a decrease in the number of available short-term rentals due to the lack of movement.

<sup>3</sup> CMHC Housing Market Information Portal. October 2023. <https://www03.cmhc-schl.gc.ca/hmip-pimh>

To determine the impact of short-term rentals in the District of Thunder Bay, Airbnb listings were collected based on the desirability of unit types from current housing and waitlist data<sup>4</sup>. Most TBDSSAB housing applicants seek out one-bedroom units (72.5%), followed by two-bedroom units (14.24%). From these insights, and feedback from front line staff, parameters were developed to record which units advertised through Airbnb could have an impact on the rental markets in which TBDSSAB operates.

Units considered to have an impact included private living arrangements with one – two-bedrooms, have a full kitchen and bathroom, be located within the urban area and close to a bus route (where applicable), and not be listed as a camp, cottage, or recreational property. Airbnb listings were searched in the District of Thunder Bay and selected data was recorded based on their fit within the pre-defined criteria, and the costs associated per unit.

### Rates of Airbnb Listings

Through the District, a search realized a total of 440 Airbnb properties listed, with the majority of these listings located in the City of Thunder Bay (87.5%). From the total, 129 units fit the defined parameters, 14% were one-bedroom, and 15% were two-bedroom. The table below outlines the amount of Airbnb units per location based on our parameters:

Location	Total Airbnbs	# of 1 Bdrm Units	# of 2 Bdrm Units	% of 1 Bdrm Units	% of 2 Bdrm Units
Thunder Bay	385	59	57	13%	13%
Geraldton	12	0	3	0%	1%
Kakabeka	1	0	0	0%	0%
Longlac	5	0	1	0%	0.2%
Manitouwadge	8	2	1	0.5%	0.2%
Marathon	12	0	4	0%	1%
Nipigon	11	0	1	0%	0.2%
Schreiber	6	0	1	0%	0.2%
<b>Total</b>	<b>440</b>	<b>61</b>	<b>68</b>	<b>14%</b>	<b>15%</b>

A preliminary search for future dates on one – two-bedroom listings in the summer and winter (the most popular months) showed a substantial amount of availability in the Thunder Bay listings. The immediate analysis of the availability points to the lack of demand of these types of units on Airbnb. Other listings in the district were defined as camps, cottages, and rentals on lakes that are outside urban areas or were entire houses with 3-5 bedrooms. Less popular listings were “hotel” type units that did not offer full kitchens or were one-bedroom units in a non-private rental (shared spaces). Overall, one - two-bedroom Airbnb units account for 29% of the total listings in the District of Thunder Bay.

<sup>4</sup> Power BI Housing Waitlist March 2024.



## **Airbnb Costs**

In terms of costs, the average price of a one-bedroom Airbnb unit in the District of Thunder Bay is \$113 per night, which sums up to \$3,379 per month (30 day stay-including fees, taxes, and discounts offered). For a two-bedroom unit the average price per night is \$132, with a monthly cost of \$3,892. When compared to the average market rent for the District of Thunder Bay, a one-bedroom unit is \$1,054 and a 2-bedroom unit is \$1,320. TBDSSAB seeks to access private market rental unit agreements with landlords at close to the average market rental rates, to maximize the use of resources. Support for tenants accessing private market rentals is typically provided through the Portable Housing Benefit (PHB) program, where tenants are provided a maximum of \$880 for a one-bedroom unit and a maximum of \$1,092 for a two-bedroom unit. With these amounts, an individual receiving support through the PHB program would not typically be able to afford to rent a unit seeking Airbnb rates.

### **Case Example: Kingston, Ontario**

An example of a similar city to Thunder Bay, in terms of population size, is Kingston, which has over 1,000 listings on Airbnb. In comparison to the District of Thunder Bay, they have 56% more Airbnbs. Both cities also differ in terms of geographic proximity, which is also a driving factor in the number of units. Kingston is located close to Toronto and Ottawa, and since people travel through there often, rates of short-term rentals are higher, causing a larger demand. Due to this, the municipality found that there was a need to develop short-term rental licensing<sup>5</sup> to regulate short-term rentals. In comparison, Thunder Bay does not have nearly as many listings or demand for Airbnbs.

As a result of these findings, it is identified that short-term rentals do not have a substantial impact on the typical rental market in the District of Thunder Bay. It is likely they do have an impact on hotel and motel usage in the area, however this falls outside of properties that TBDSSAB would normally seek to access for housing.

## **STRATEGIC PLAN IMPACT**

This report supports the TBDSSAB Strategic Plan vision of Dignified Housing through increased affordable housing system capacity.

## **FINANCIAL IMPLICATIONS**

There are no financial implications related to this report.

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<sup>5</sup> <https://www.cityofkingston.ca/residents/licenses-and-registration/short-term-rental-licensing>

**CONCLUSION**

It is concluded that this report provides the Board with information regarding the issue of short-term rentals and the impact on access to housing throughout the District of Thunder Bay and that there is not a significant impact on the potential private market units available for rent supplement or portable housing benefit programs.

**REFERENCE MATERIALS**

None

PREPARED BY:	Tomi Akinyede, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer





## BOARD REPORT

REPORT No.: 2024-26  
MEETING DATE: JUNE 20, 2024  
SUBJECT: CAPITAL SEED FUNDING

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information regarding the options for prospective affordable housing proponents to access seed funding to bring potential projects from the concept stage to the proposal stage.

### BACKGROUND

During the February 15, 2024 meeting, the Board discussed the importance of having a variety of “shovel-ready” projects available to ensure that TBDSSAB has viable projects available when opportunities for ongoing and one-time funding arise. Supporting the readiness for projects being proposed by not-for-profit housing providers, and other community organizations, would help to identify potential projects for investment.

### COMMENTS

Over the past several years, it has become increasingly common for the Ministry of Municipal Affairs and Housing (MMAH) to issue a call for affordable housing projects to utilize year-end funds. When issued, these requests for proposals have a very tight turnaround of typically a few weeks for submission. Calls for proposals typically require “shovel-ready” projects that can be committed within weeks of learning that the submission is successful and be in a position to begin construction within 120 days.

In order to take advantage of additional capital project funding, and to maximize the potential for success of submissions, Administration has worked with many small proponents to identify as many viable projects as possible. During these discussions, limitations to acquiring “shovel-ready” projects were addressed. One such limitation discussed is to ensure that proponents are submitting proposals that are fully designed,

costed, and have land available to meet the required timelines. A barrier to receiving proposals that meet these criteria are the costs associated with these initial items; especially for the not-for-profit organizations who do not have the means to cover these expenses up front.

Administration explored several potential avenues for accessing development funding for not-for-profit organizations. Administration connected with MMAH to inquire if Ontario Priorities Housing Initiative (OPHI), Canada-Ontario Community Housing Initiative (COCHI), or Homelessness Prevention Program (HPP) funding could be used to create a seed funding program to assist with the development of new capital project proposals. Unfortunately, MMAH has confirmed that this is not an eligible expense under the above programs.

Administration also connected with Service Managers across Ontario that have developed their own seed funding programs to discuss the programs and how they are funded. In all these cases, the seed funding programs are funded under Municipal programs aimed at encouraging new development, most typically through development departments. An example of this is the Community Partnership Grant initiative supported by the City of Thunder Bay which provides support funding for capital projects that meet identified priorities and is open to not-for-profit community organizations, registered charities, and First Nations as represented by Chief and Council, Tribal Councils, or Indigenous Representative Organizations.

In the District of Thunder Bay, Noojmawing Sookatagaing Ontario Health Team (OHT) accepts proposals for care pathways and system level improvements or integration that will result in integration of care, improved experiences of people accessing care, improved provider experiences, improved health outcomes, or address health equity. Eligible projects may include assessments for capital projects/renovations and funding for capital improvements. This may be an opportunity for not-for-profit organizations seeking to support the health system to access initial seed funding to help in the development of a viable project.

Finally, Administration researched the Canadian Mortgage and Housing Corporation's (CMHC) Seed Funding program. CMHC's Seed Funding program provides financial support for individuals or organizations involved in the initial phases of creating an affordable housing project. Organizations can apply for up to \$350,000 in interest-free loans and a maximum of \$150,000 of non-repayable contributions to assist with early development expenses. These expenses can include things like the formulation of a business plan, creation of preliminary design concepts and conducting environmental site assessments.

TBDSSAB does not have a current program to support initial soft-cost expenses for not-for-profit housing providers. Though there is an option to establish a program that would provide some funding for this purpose, Administration has not identified an unmet need in the community requiring the development of a new initiative. With other more established grant opportunities in place, it is recommended that information on these

funding options be communicated to potential affordable housing project developers to help support new proposals.

### STRATEGIC PLAN IMPACT

This report supports the TBDSSAB Strategic Plan vision of Dignified Housing through increased affordable housing system capacity.

### FINANCIAL IMPLICATIONS



There are no immediate financial implications arising from this report.

### CONCLUSION

It is concluded that this report provides the Board with information regarding options for prospective affordable housing proponents to access seed funding in order to bring potential projects from the concept stage to the proposal stage. This information will be shared with prospective proponents who are seeking initial seed funding.

### REFERENCE MATERIALS

None.

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2024-27

MEETING DATE: JUNE 20, 2024

SUBJECT: TBDSSAB SUPPORTED AFFORDABLE AND TRANSITIONAL HOUSING

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an overview of the affordable and transitional housing projects that have been developed or supported by TBDSSAB since 2014.

### BACKGROUND

Since 2014, TBDSSAB has supported the development of numerous housing projects in the District of Thunder Bay through several provincial funding initiatives including Investment in Affordable Housing (IAH), Canada Ontario Community Housing Initiative (COCHI), Affordable Housing Program (AHP) Home for Good (HFG), Social Services Relief Fund (SSRF), Homelessness Prevention Program (HPP) and the use of TBDSSAB reserve funds. These projects aim to meet the specific needs of those seeking affordable rental housing, or those in need of transitional and supported housing.

In the past 10 years, TBDSSAB has funded a total of 408 new housing units, including the development of 173 transitional and supported housing units and the creation of 235 rent-geared-to-income and affordable housing units, most in partnership with not-for-profit housing providers.

### COMMENTS

The creation of new, purpose-built housing continues to be a key objective for TBDSSAB. Below is a chart depicting the project names, location, funding source, number of units created, and current status for each project.

**Affordable Housing**

<b>Project Name</b>	<b>Proponent</b>	<b>Community</b>	<b>Funding program</b>	<b>Year Completed</b>	<b>Units</b>
Sister Leila Greco Apartments	St. Joseph's Care Group	Thunder Bay	AHP	2014	132
Victoria Ave.	Habib Enterprises	Thunder Bay	IAH	2014	21
Donald St. & Pearl St.	TBDSSAB	Thunder Bay	IAH, TBDSSAB	2015	16
Kay Bee 1 & 2	Kay Bee Seniors NP	Oliver Paipoonge	IAH	2016, 2018	10
Bell St.	Township of Nipigon	Nipigon	IAH	2018	4
Algoma St. & Cornwall Ave.	Northern Linkage	Thunder Bay	IAH	2018	24
Cody Ave.	Matawa	Thunder Bay	IAH	2020	8
Mclvor Court	TBDSSAB	Thunder Bay	OPHI, TBDSSAB	2020	6
Archibald St.	Northern Linkage	Thunder Bay	COCHI	Under Construction	14
<b>Total</b>					<b>235</b>

**Transitional/Supported Housing**

<b>Project Name</b>	<b>Proponent</b>	<b>Community</b>	<b>Funding Program</b>	<b>Year Completed</b>	<b>Units</b>
Lodge on Dawson	St. Joseph's Care Group	Thunder Bay	HFG	2019	28
Journey to Life	Salvation Army	Thunder Bay	IAH-E	2020	20
Arthur St.	Dilico Anishinabek Family Care	Thunder Bay	SSRF	2022	8
Lillie St.	Matawa	Thunder Bay	SSRF	2022	6
Algoma St. (family crisis)	Matawa	Thunder Bay	SSRF	2023	6
Cameron St.	Elizabeth Frye Society	Thunder Bay	SSRF	2023	7
Algoma St.	Matawa	Thunder Bay	SSRF	2024	21
Yonge St.	Dilico Anishinabek Family Care	Thunder Bay	SSRF, TBDSSAB	2024	20
Archibald St.	Elizabeth Frye Society	Thunder Bay	HPP	2024	16
Brock St.	Northern Linkage/ St. Joseph's Care Group	Thunder Bay	HPP	Under Construction	22
George St.	Shelter House/Norwest Community Health Centre	Thunder Bay	HPP	Under Construction	15
Huron Ave.	Ontario Aboriginal Housing Services	Thunder Bay	HPP	Under Construction	4
<b>Total</b>					<b>173</b>

As noted in the chart, there are 41 transitional/supported housing units recently announced by the Minister of Municipal Affairs and Housing (MMAH) and are currently under construction.

Not included in the above numbers, in recent years TBDSSAB has funded the expansion of emergency shelters by 33 spaces to meet urgent shelter needs. These spaces, intended to be short-term in nature, are expected to be reduced with the expansion of transitional and supported housing in the future.

## STRATEGIC PLAN IMPACT

This report supports the current TBDSSAB Strategic Plan visions of humanizing human services and fostering innovation and progress.

## FINANCIAL IMPLICATIONS



At this time, a total of 147 individuals living in the properties listed above in this report are being rent supported through a combination of the Private Landlord Rent Supplement Program, Portable Housing Benefit, and HPP Portable Housing Benefit at an approximate annual cost of \$430,000. This investment helps to maintain the affordability of housing. The remaining individuals are supported through Ontario Works or Ontario Disability Support Program shelter allowance or are paying an affordable market rent.

## CONCLUSION

It is concluded that this report provides the Board with an overview of the affordable and transitional housing projects that have been developed or supported by TBDSSAB since 2014.

## REFERENCE MATERIALS

None.

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



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# Memorandum

**Date:** June 3, 2024  
**To:** Members of the Board  
**From:** Jennifer Lible, Manager, Social Assistance Programs  
**Subject:** **Employment Services Transformation Update**

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In February 2019, the Ministry of Children, Community and Social Services (MCCSS) announced the Employment Services Transformation (EST) as a direction for the future. This would involve changes in how employment services were offered across the province.

The focus of the work of Consolidated Municipal Service Managers and District Social Services Administration Boards (DSSABs) in delivering social assistance has, and is, shifting away from employment activities towards a greater emphasis on connecting those who rely on social assistance programs with the supports and services they need to move towards independence. Stabilization services will become a primary responsibility of the program. An initial report on Social Assistance Transformation was provided to the Board at the November 17, 2021 meeting (Report No.: 2021-58) and an update was provided at the November 17, 2022 meeting (Report No.: 2022-70).

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is part of the Phase Three implementation of the EST and began the transition in April 2024. This transition is in partnership with the MCCSS and the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). Through 2024 and into March 2025, information and planning will occur and a full launch of the new model will happen in April 2025. When this change is complete, the focus of TBDSSAB's work with social assistance clients will no longer include employment planning but will focus on stabilization services. While MCCSS has not officially defined stabilization services, they have outlined four focus areas:

1. **Basic Needs:** financial support, housing needs, and crisis resolution
2. **Life Skills:** self-efficacy, education, and literacy/numeracy
3. **Health:** primary care, mental health and addictions, and ongoing medical concerns
4. **Community Supports:** dependent care, justice and legal support, and cultural connections.

Responsibility for employment services will shift to a regional Service System Manager (SSM) awarded through a Request for Proposals to the MLITSD. The shift of responsibility will be finalized in April 2025.





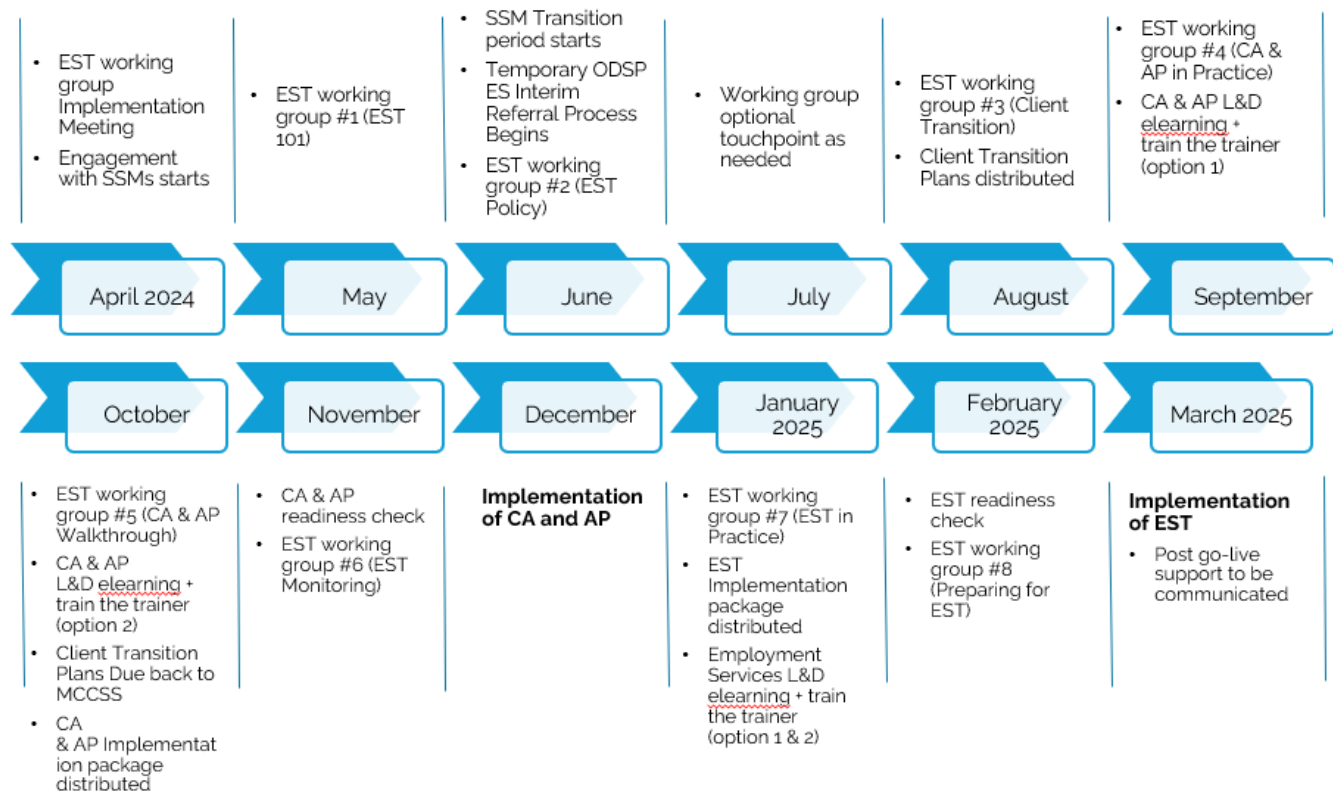
The SSM for Northwestern Ontario has been selected but a public announcement by the Minister is pending. The Northwestern Ontario catchment area includes TBDSSAB as well as the Rainy River Services Board and Kenora District Services Board. Administration has had an initial meet and greet meeting with representatives of the SSM.

Administration has established a plan to address the reduction in provincial funding. Once the transition is complete and the SSM becomes fully responsible for employment services, TBDSSAB will see a reduction of 22% to its program delivery funding allocation:

- In 2025, the reduction is \$1,021,900 which includes gradual transfer for the period March to December.
- In 2026, the reduction is \$1,430,800 which includes the gradual transfer for January and February and full transfer for the period from March to December.
- At the end of gradual transfer period the full amount of the reduction will be \$1,471,700.

Planning meetings will be held between the Northwestern Ontario DSSAB's and MCCSS monthly. Following is a schedule of activities involved in the transition:

## EST Phase 3 Roadmap







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

Further updates will be provided to the Board as the transition plan continues.

Sincerely,

Jennifer Lible  
Manager, Social Assistance Programs

JL/sv



## BOARD REPORT

REPORT No.: 2024-28

MEETING DATE: JUNE 3, 2024

SUBJECT: 2024 ASSOCIATION OF MUNICIPALITIES OF ONTARIO POSITION PAPERS

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### RECOMMENDATION

THAT with respect to Report No. 2024-28 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the 2024 Association of Municipalities of Ontario (AMO) Position Papers as presented;

AND THAT we direct the Chief Executive Officer (CEO) to incorporate any edits to the position papers recommended by the Board by consensus into a final delegation package;

AND THAT we direct the CEO to send the final delegation package to the appropriate provincial Ministries;

AND THAT a copy of the approved delegation briefings package be sent to the District of Thunder Bay municipal councils for endorsement;

AND THAT the CEO attend the 2024 AMO Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

### REPORT SUMMARY

To provide the Board with the position papers for the 2024 AMO Annual Conference for review and approval.

### BACKGROUND

AMO will be holding its 2024 Annual Conference on August 18-21, 2024, in Ottawa. As part of the conference programming, organizations may submit requests to meet with a Minister.

## COMMENTS

Position papers have been drafted on 4 issues that are recommended to the Board for advocacy with provincial representatives.

The proposed advocacy topics include:

- 1) Ministry of Municipal Affairs and Housing: Planning for the Future of Housing in the District of Thunder Bay (COCHI, OPHI, COHB)
- 2) Ministry of Health: Supportive Housing Strategy
- 3) Ministry of Children, Community and Social Services: Social Assistance Modernization Update Request
- 4) Attorney General: Landlord and Tenant Board Hearing Timelines

## STRATEGIC PLAN IMPACT

This Report aligns with the 2020-2023 strategic plan's Advocacy-related objectives.

## FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

## CONCLUSION

It is concluded that the 2024 AMO position papers are presented for review and approval.

## REFERENCE MATERIALS

- |               |  |
|---------------|--|
| Attachment #1 | <a href="#">Draft AMO 2024 Position Papers – COCHI, OPHI, COHB</a>               |
| #2            | <a href="#">Draft AMO 2024 Position Papers – Supportive Housing</a>              |
| #3            | <a href="#">Draft AMO 2024 Position Papers – Social Assistance Modernization</a> |
| #4            | <a href="#">Draft AMO 2024 Position Papers – LTB Wait Times</a>                  |

PREPARED BY:	Carole Lem, Communications & Engagement Officer Tomi Akinyede, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	William (Bill) Bradica, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

# Planning for the Future of Housing in the District of Thunder Bay

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**POSITION PAPER**

**August 2024**

**Association of Municipalities of Ontario (AMO) Annual Conference**

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Paul Calandra, Minister of Municipal Affairs and Housing

## Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Minister of Municipal Affairs and Housing (MMAH) provide details on the future funding allocation formulas for the Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and Canada-Ontario Housing Benefit (COHB) to allow Service Managers to effectively plan for housing program and service provision in the upcoming funding cycle.

## Summary

COCHI, OPHI, and COHB provide critical funding for TBDSSAB's effective planning for the provision of social housing, which includes capital projects, repairs and maintenance, housing supplements, and homelessness prevention in the district. Recent changes to COCHI's funding formula have resulted in TBDSSAB working with fewer resources to effectively provide these services. Access to the funding formulas will enable TBDSSAB to better plan for future funding allocations in the upcoming cycle.

## Background

On April 30, 2018, Ontario and the Canada Mortgage and Housing Corporation signed a Bilateral Agreement regarding the National Housing Strategy. This agreement provides an opportunity to align federal funds with Ontario's Community Housing Renewal Strategy priorities.

There are two National Housing Strategy funding streams that are transferred to Ontario Service Managers:

- Canada-Ontario Community Housing Initiative (COCHI) - to protect affordability for households in social housing, to support the repair and renewal of existing social housing supply, and to expand the supply of community housing over time.

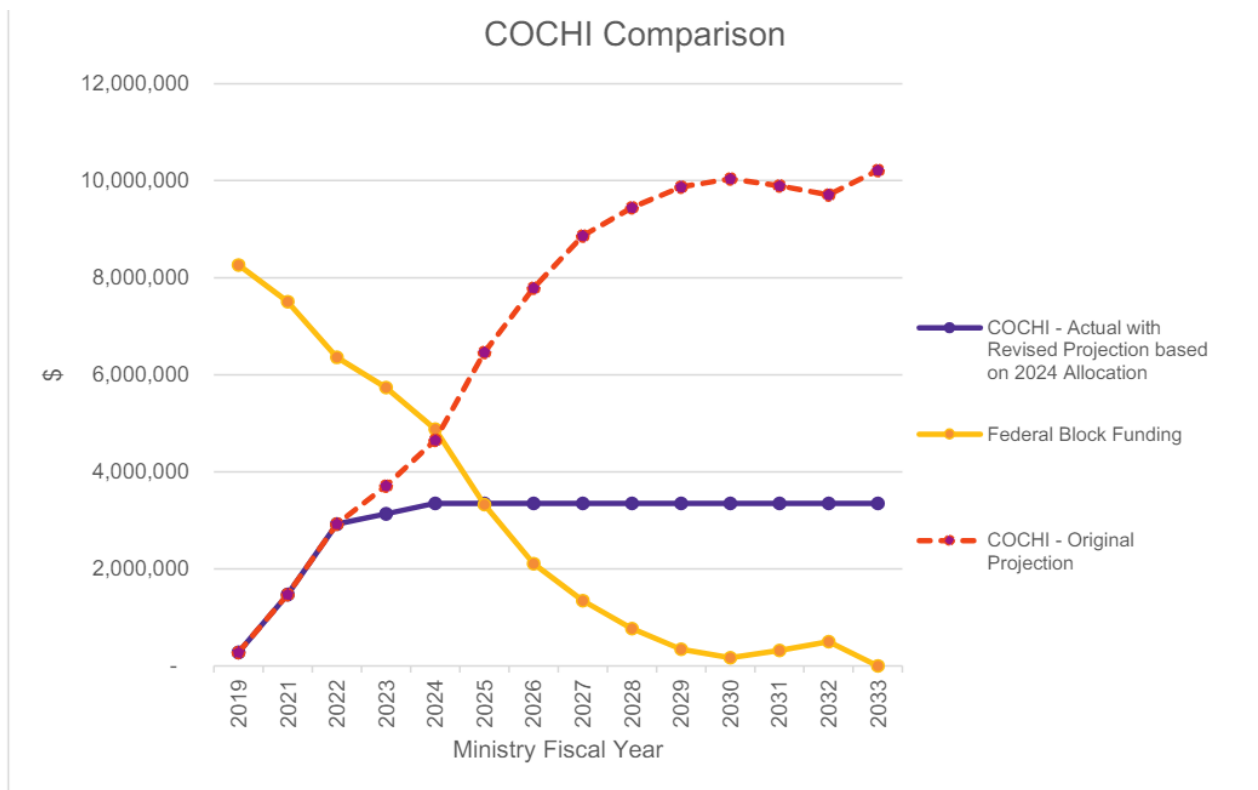
- Ontario Priorities Housing Initiative (OPHI) - to address local housing priorities, including affordability, repair, and new construction.

Additionally, on April 1, 2020, the province of Ontario initiated a separate funding program for housing:

- Canada-Ontario Housing Benefit (COHB) – to provide portable housing benefits for households with social housing wait list eligibility or with financial need living in community housing, while assigning priority to vulnerable groups.

Since their inception, these three funding streams have become critical for TBDSSAB’s effective provision of social housing. For example, COCHI funding is vital for capital repairs on over 440 housing units, along with supporting maintenance of over 270 existing legacy housing units built under the Urban Native Housing Program. COCHI, OPHI, and COHB funding also significantly impacts the TBDSSAB’s 10-Year Housing and Homeless Plan, which focuses on addressing housing needs and tackling the increasing problem of homelessness in the district.

Figure 1



However, in 2023/24 the funding formula was altered and TBDSSAB received approximately \$577,000 less than the amount required to offset the funding decline from the Canada-Ontario Social Housing Agreement as demonstrated in Figure 1. That shortfall for 2024/25 is \$1,301,000 and this annual gap is expected to widen every year. This funding reduction put additional strain on the TBDSSAB levy to member municipalities.

In relation to COCHI, the MMAH has not provided an update on the details regarding the new funding formula to Service Managers. As a result of the COCHI allocations in the past years, TBDSSAB has fewer resources to effectively provide social housing in the District of Thunder Bay. To mitigate these limitations, access to future funding formulas will allow TBDSSAB to adequately plan for upcoming funding allocations and proactively plan for any possible changes.

Therefore, TBDSSAB requests that the MMAH provide details on the future funding allocation formulas for the Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and Canada-Ontario Housing Benefit (COHB) to allow Service Managers to effectively plan for program and service provision in the upcoming funding cycle.



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

# Supportive Housing Strategy

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## POSITION PAPER

**August 2024**

**Association of Municipalities of Ontario (AMO) Annual Conference**

**Prepared by:**

The District of Thunder Bay Social Services Administration Board

**Prepared for:**

Hon. Sylvia Jones, Minister of Health

Hon. Paul Calandra, Minister of Municipal Affairs and Housing

Hon. Michael Parsa, Minister of Children, Community and Social Services



## Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Ministry of Health (MOH), Ministry of Municipal Affairs and Housing (MMAH), and the Ministry of Children, Community and Social Services (MCCSS) to collaborate with Consolidated Municipal Service Managers and District Social Services Administration Boards to implement a Supportive Housing Strategy for Ontario.

## Summary

TBDSSAB urges the MMAH, MOH, and MCCSS to continue the important work established by the virtual engagement process in 2020-21. Municipalities are facing increasingly complex challenges without the financial tools to solve them. Budget 2024 makes several important commitments in response to AMO's advocacy on housing and social services, including:

- \$152 million over three years in supportive housing;
- an additional \$396 million over three years for mental health and addictions supports and treatment;
- and making surplus properties available to support affordable and attainable housing.

Through various funding streams, TBDSSAB has made significant investments in supportive housing. However, individuals experiencing homelessness in the District of Thunder Bay face disproportionately high incidences of poor mental health and addictions. A multi-ministry pan-Ontario supportive housing strategy will ensure a more efficient system that is positioned to better support people with mental health and/or addiction needs. For this reason, TBDSSAB urges the MOH, MMAH, and MCCSS to finalize and release an Ontario Supportive Housing Strategy.

## Background

Between October 2020 and February 2021, the MMAH, MOH, and MCCSS ministries held virtual engagement sessions to elicit targeted input on how the government can improve the supportive housing system. These engagement sessions culminated into the release of **What We Heard: Improving Ontario's Supportive Housing Programs 2020-2021**. This document detailed the inputs received from participants of the session and laid out next steps the ministries would take to make improvements for people who rely on the supportive housing system. In addition, the 2024 Ontario Budget references expanding access to supportive housing, including a \$152 million funding increase over the next three years to support individuals with mental health and addictions needs. Despite these developments, an official Supportive Housing Strategy for Ontario has not been released to-date.

Supportive housing solutions are required to ensure successful tenancies, prevent evictions, and end ongoing cycles of homelessness. For example, the Housing First approach to ending homelessness offers individualized and client-driven support to help sustain permanent housing.

For instance, the province-led Home for Good (HFG) initiative (now part of Homelessness Prevention Programs) committed funding to help Service Managers house homeless individuals and connect them with appropriate supports to facilitate successful transitions into stable housing.

Since the inception of HFG, the TBDSSAB has housed over 436 unique individuals, with a 75% increase in the past two years. As of May 2024, 59 individuals are receiving a portable Home for Good subsidy and 65 clients are provided with case management services through the HFG support staff from Dilico Anishinabek Family Care and St. Joseph's Care Group.

In addition, through investments from the concluded Social Services Relief Fund (SSRF), TBDSSAB has worked with community partners to establish 31 transitional housing spaces. This includes providing capital funding towards the development of 10 low-barrier transitional spaces through Dilico and 21 transitional housing spaces through Matawa, with on-site access to cultural, health and educational supports. These new beds build upon the previous investments made in supportive and transitional housing stock.

As of April 2024, the Homelessness Prevention Program (HPP) has also enabled TBDSSAB to provide funding for 52 new supportive housing units. These include:

- 9 new units through partnership with the Elizabeth Fry Society of Northwestern Ontario for those experiencing or at risk of homelessness
- 17 new units through partnership with Shelter House and NorWest Community Heath Centre for those experiencing or at risk of homelessness
- 22 long-term supportive housing units through St. Joseph's Care Group and Northern Linkage for individuals with mental health and addictions challenges
- 4 new units through Ontario Aboriginal Housing Services, for Indigenous individuals experiencing mental health and addictions challenges

Despite these investments, we believe more supportive and transitional solutions are required. The rationale behind this position is that the District of Thunder Bay's By-Name List currently has ~953 active individuals. Homeless individuals in the District of Thunder Bay experience high incidences of poor mental health and addiction. Data from the TBDSSAB's 2021 Point in Time Count showed that 78% of participants reported ongoing substance use and 53% reported having a mental health condition.

In connection to the data above, Ontario Health Northwest (OH NW) has indicated that admission rates to inpatient adult mental health units are the 3rd highest in the province (33.7 per 1000 population compared to 24.9 per 1,000 population provincially). Additionally, opioid-related morbidity and mortality in the District of Thunder Bay, like mental illness, occurs at a rate much higher than the provincial average<sup>1</sup>.

In a current analysis of gaps in the healthcare and housing systems, the current capacity of supportive housing units is highly inadequate to meet the population's needs<sup>2</sup>. Using a 'Needs-Based Planning' model, OH NW projects that the catchment area should have 1,677 units. Currently capacity is at 188 units, which is a gap of 1,498 units. This stark difference between the projected requirement and actual

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<sup>1</sup> Thunder Bay District Public Health Unit. Snapshot: Emergency Department Visits for Opioid Overdoses accessed May 29, 2024.

<sup>2</sup> Noojmawing Sookatagaing Ontario Health Team – Gap Analysis Review (Draft). Accessed June 06, 2024.

capacity shows the alarming need for more funding to add more supportive units to our current stock.

Without appropriate support and adequate funding for additional supportive housing in place, homeless individuals have a much lower likelihood of housing retention.

A multi-ministry pan-Ontario supportive housing strategy will ensure a more efficient system that is positioned to better support people with mental health and/or addiction needs who require support from multiple systems.

Therefore, TBDSSAB urges the MOH, MMAH, and MCCSS to collaborate with CMSMs and DSSABs to implement a Supportive Housing Strategy for the province of Ontario.



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

# Social Assistance Modernization Update Request

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## POSITION PAPER

**August 2024**

**Association of Municipalities of Ontario Conference**

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Michael Parsa, Minister of Children, Community and Social Services

## Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Children, Community and Social Services (MCCSS) provide TBDSSAB with further details on the plan and timeline for full implementation of Social Assistance modernization.

## Summary

In preparation for the operationalization of Social Assistance Modernization in Ontario Works, TBDSSAB appreciates that there has been consultation with Service Managers in multiple phases of the project. However, the current lack of clarity surrounding the direction and timeline of the Social Assistance modernization project impedes effective resource planning, provision, and program development for stabilization services.

## Background

When the Social Assistance Modernization project was announced in 2020, the rationale sought to reduce bureaucratic and paper-heavy processes for caseworkers and clients, while increasing focus on helping people improve their lives through independence and employment.<sup>1</sup> Since the initialization, TBDSSAB has participated in several provincial-led modernization initiatives that have been undertaken to achieve the project's aims:

- Centralized Intake (as of 2022)
  - In October 2020, MCCSS introduced a Centralized Intake (CI) process for applicants looking to apply for Ontario Works. MCCSS piloted the new intake model with seven sites at that time. Non-pilot Service

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<sup>1</sup> <https://www.ontario.ca/page/recovery-renewal-ontarios-vision-social-assistance-transformation>

Managers then adopted CI throughout 2021 and TBDSSAB went live with CI on June 21, 2021. All Ontario Works sites are now engaged with CI.

- Centralization of Financial Administration (as of 2022)
  - For Ontario Works, centralization of financial administration has only extended to 3<sup>rd</sup> party vendor records administration. Further pilots on this area of the project were delayed as of 2022, with no further information on when or if it will launch, neither is there a clear definition for the term “financial administration.”
- Ontario Works E-Signature Pilot (as of 2022)
  - This has been launched to all 47 Ontario Works sites as of July 2022, with the addition of the ‘Rights and Responsibilities form’ to be added in Spring 2024.

As of 2024, Social Assistance modernization efforts have focused on the Employment Services Transformation. TBDSSAB was informed by MCCSS, in partnership with the Ministry of Labour, Immigration, Training and Skills Development, that it will become part of Phase 3 of the Employment Services Transformation in 2024, with a full launch of the new model expected in April 2025. When this change is complete, the focus of TBDSSAB’s work with clients will no longer include employment planning but will focus on stabilization services.

However, the current lack of clarity surrounding the direction of the Social Assistance modernization project impedes effective resource provision and program development for stabilization services.

Additionally, based on previously outlined impacts on Service Managers in anticipation of the upcoming Employment Services Transformation, TBDSSAB will lose 22% of its program delivery funding. Given this significant impact, we request that the Ministry provide us with more details regarding the modernization plan and a timeline, enabling us to anticipate and plan for these changes appropriately.

Therefore, TBDSSAB requests that the Minister of Children, Community and Social Services (MCCSS) provide TBDSSAB with details on the plan and timeline for full implementation of Social Assistance modernization.



THE DISTRICT OF THUNDER BAY  
SOCIAL SERVICES ADMINISTRATION BOARD

# Landlord Tenant Board Hearing Timelines

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## POSITION PAPER

### **August 2024**

Association of Municipalities of Ontario Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Doug Downey, Attorney General of Ontario

Hon. Paul Calandra, Minister of Municipal Affairs and Housing



## Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) calls on the Attorney General of Ontario to work with the Minister of Municipal Affairs and Housing to address the Landlord and Tenant Board's (LTB) long hearing wait times by fast-tracking priority applications from Community Housing providers related to high-risk issues (i.e., crime, behaviour, damages), as these typically have already undergone extensive mediation efforts prior to a hearing date request.

## Summary

The TBDSSAB recognizes that Community Housing is essential for the well-being of low-income individuals and families who access these services across Ontario. Given this, TBDSSAB staff prioritize successful tenancies and eviction prevention by adhering to the parameters set out in our robust eviction prevention policy. However, interventions aimed at maintaining an existing tenancy are not always successful. While eviction is a last resort for the TBDSSAB, there are situations that arise where eviction is necessary to protect the safety of other tenants, to avoid further damage to properties, and to avoid stigmatizing Community Housing as a place that is unsafe or undesirable. In these circumstances, the extended wait times to secure LTB hearings are highly detrimental as they increase the duration and effects of these high-risk situations. Therefore, introducing a priority system where applications from Community Housing providers with high-risk issues are expedited and addressed separately from other applications would more quickly address time-sensitive, high-risk tenancy issues impacting tenants and Community Housing providers.

## Background

In January 2023, TBDSSAB provided LTB wait time details at the Rural Ontario Municipalities Association (ROMA) Conference to the Hon. Doug Downey, Attorney General of Ontario and the Hon. Steve Clark, Minister of Municipal Affairs and Housing. At that time, TBDSSAB had 64 hearings waiting for adjudication at the LTB.

Attempting to address these issues, in May 2023, the LTB announced an increase in adjudicators from 53 to 128. We acknowledge the Attorney General's important action to increase the capacity of the LTB. However, these additional resources have only reduced hearing timeframes to an average of 4 months; prior to 2020 the average wait for a hearing was 1.7 months.

Another factor adding to the wait times pressures is the quantity and severity of the active high-risk cases. Since the addition of adjudicators, TBDSSAB currently has 90 active high risk cases pending LTB hearings, an increase of 40% from January 2023. Of these cases,

- 38 are N4's (L1's) for unpaid rent;
- 30 are N5's (L2's) for interfering with others, damages, or overcrowding; and
- 22 are for N6 or N7 (L2's) for illegal acts or causing serious problems within a rental unit.

Meanwhile, the LTB continues to experience a substantial hearing request backlog with wait times to receive a hearing date averaging four months. These wait times prolong and exacerbate safety issues for other tenants while compounding lost rent revenue in the intervening months where a tenant has stopped paying. In the past year, the TBDSSAB estimates these amounts to be more than \$175,571. In addition to lost rent revenue, TBDSSAB has incurred paralegal fees related to LTB hearings and is incurring unit damage and security costs due to criminal activity at its housing properties. This lost revenue and cost becomes an additional burden on the municipal levy.

To address time-sensitive and high-risk tenancy issues impacting Community Housing Providers, we recommend the introduction of a priority system whereby applications from Community Housing providers with high-risk issues are expedited and addressed separately from other applications. This would mitigate the negative

impacts of these situations on other tenants and properties, while decreasing lost revenue due to unpaid rent.

Additionally, in January 2023, TBDSSAB brought forward the concern that all cases are still heard electronically, often resulting in multiple hearings being booked on the same day for the same landlord. Further to the ensuing issue, the current booking system does not cross-reference landlords' pre-existing hearing appointments, consequently booking two hearings on the same date and time. When the hearings were in-person, the adjudicator would call one at a time, so the overlap was not an issue. We recommend that the resulting issue of using the electronic approach be addressed and streamlined through a priority system for Community Housing providers. For instance, hearings could be grouped, and conflicts avoided.

Another effect of the substantial LTB time delays is that other tenants in the affected building are negatively impacted for a longer period by the actions and activities of high-risk individuals who would otherwise be evicted. This detrimentally reduces the quality of life for many tenants and visitors in the affected properties, worsens relationships between frustrated tenants and TBDSSAB staff, and stigmatizes Community Housing as a less desirable housing option.

To mitigate the negative impact on tenants, prioritizing high-risk hearings by fast-tracking high-risk applications from Community Housing providers would significantly alleviate these issues.

Therefore, TBDSSAB requests that the Attorney General of Ontario, work with the Minister of Municipal Affairs and Housing, to address the negative impacts of the Landlord and Tenant Board's long hearing wait times by fast-tracking priority applications from Community Housing providers related to high-risk issues.



# Memorandum

**Date:** June 3, 2024  
**To:** Members of the Board  
**From:** William Bradica, Chief Executive Officer  
**Subject:** **Cancellation of July Board Meeting**

As Administration does not anticipate having any Reports or information requiring Board approval to be presented to The District of Thunder Bay Social Services Administration Board for the scheduled July 2024 Board Meeting, it is recommended that the meeting be cancelled.

In accordance with the Board's Governance and Procedural By-law, a change to the schedule of Regular Board meetings may be approved by Resolution of the Board. The following resolution will be presented to the Board at the June 20, 2024 Board meeting for consideration:

“THAT with respect to the Memorandum dated June 3, 2024 from William Bradica, Chief Executive Officer, we approve the cancellation of the July Board Meeting scheduled for Thursday July 18, 2024;

AND THAT notice of the cancellation be posted on The District of Thunder Bay Social Services Administration Board website.”

Sincerely,

William (Bill) Bradica  
Chief Executive Officer

/gf



# Memorandum

**Date:** June 5, 2024  
**To:** Members of the Board  
**From:** William Bradica, Chief Executive Officer  
**Subject:** **Signing Authority for Summer Months**

As the Board of The District of Thunder Bay Social Services Administration Board (TBDSSAB) will not be meeting during July and August 2024, it is requested that interim arrangements be approved to ensure that the daily operation of TBDSSAB continue, and that any urgent items that arise during this time period are properly dealt with.

Administration recommends that the following resolution be presented to the Board for consideration:

“THAT with respect to the recommendation of Administration relative to any urgent items that require Board approval for the months of July, August and the beginning of September, we authorize the Chief Executive Officer and the Chair, or Vice Chair in the absence of the Chair, to sign any required documents with respect to items included in the approved 2024 Budget that exceed \$450,000;

AND THAT we authorize the Board Chair and Vice-Chair to review and approve for signing, any urgent items outside of the approved 2024 Budget that are time sensitive;

AND THAT a Report be presented to the Board at the September Board meeting outlining any such items for the Board’s information.”

Sincerely,

William (Bill) Bradica  
Chief Administrative Officer

/gf

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Community and Social  
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127-2024-2121

May 23, 2024

Mr. Brian Hamilton  
Board Chair  
The District of Thunder Bay Social Services Administration Board (TBDSSAB)  
Board.Chair@tbdssab.ca

Dear Mr. Hamilton:

Thank you for your letter, resolution and board report concerning social assistance rates and the Common Assessment Tool.

I appreciate being made aware of the Board's activities, views and concerns. I have shared your correspondence with appropriate staff in my ministry for their review and consideration as our work continues.

Once again, thank you for writing.

Sincerely,

Michael Parsa  
Minister

c: Premier Doug Ford