



DATE OF MEETING: SEPTEMBER 19, 2024

TIME OF MEETING: 10:00 A.M.

LOCATION OF MEETING: 3RD 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

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 CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/59

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 September 19, 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. 13/2024](#) (Regular Session) and [Meeting No. 14/2024](#) (Closed Session) of TBDSSAB, held on July 18, 2024, respectively, to be confirmed.

(Pages 10 - 18)

Resolution No. 24/60

THAT the Minutes of Meeting No. 13/2024 (Regular Session) and Meeting No. 14/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on July 18, 2024, respectively, be confirmed.

Committee/Table Meetings

Draft [Minutes of the HPP Advisory Table Meeting](#) held on June 13, 2024 presented, for information only. **(Pages 19 - 21)**

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals regarding the TBDSSAB 2025 Market Rent Report, relative to receipt of information with respect to security of the property of the Corporation regarding 2024-25 Homelessness Prevention Program Capital Project, Ontario Priorities Housing Initiative Capital Funding and 2025 Collective Bargaining Mandate.

Resolution No. 24/61

THAT the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals regarding the TBDSSAB 2025 Market Rent Report and relative to receipt of information with respect to security of the property of the Corporation regarding the 2024-25 Homelessness Prevention Program Capital Project Report, Ontario Priorities Housing Initiative Capital Funding Report and 2025 Collective Bargaining Mandate Report.

PRESENTATION

Ontario Service Manager By-Name List

Aaron Park, Manager, Housing and Homelessness Programs to provide a presentation regarding the By-Name List, for information only. **(Presentation to be provided separately).**

[Memorandum from Aaron Park, Manager, Housing and Homelessness Programs](#) dated August 23, 2024 relative to providing information regarding the requirement for the By-Name List, for information only. **(Pages 22 - 24)**

REPORTS OF ADMINISTRATION

2025 TBDSSAB Market Rent Report

[Report No. 2024-27A](#) (Integrated Social Services Division) relative to providing the Board with information regarding the 2025 market rents for the TBDSSAB owned units, for consideration. **(Pages 25 - 27)**

Resolution No. 24/62

THAT with respect to Report No. 2024-27A (Integrated Social Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2025 market rents as outlined in Confidential Attachment #1 of Report No. 2024-27A, presented in Closed Session;

AND THAT any approved market rent increase be effective February 1, 2025.

2024-25 Homelessness Prevention Program Capital Projects

[Report No. 2024CS-04](#) (Integrated Social Services Division) presented in Closed Session relative to the 2024-25 Homelessness Prevention Program Capital Projects.

The following resolution is presented to the Board for consideration.

Resolution No. 24/63

THAT with respect to Report No. 2024CS-04 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board direct Administration to proceed as directed in Closed Session.

Ontario Priorities Housing Initiative Capital Funding

[Report No. 2024CS-05](#) (Integrated Social Services Division) presented in Closed Session relative to the Ontario Priorities Housing Initiative Capital Funding.

The following resolution is presented to the Board for consideration.

Resolution No. 24/64

THAT with respect to Report No. 2024CS-05 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

2025 Collective Bargaining Mandate

[Report No. 2024CS-06](#) (Chief Executive Officer Division) presented in Closed Session relative to the 2025 Collective Bargaining Mandate.

The following resolution is presented to the Board for consideration.

Resolution No. 24/65

THAT with respect to Report No. 2024CS-06 (Chief Executive Officer Division), we authorize Administration to proceed as directed in Closed Session.

Appointment of CEO, Administrator and Senior Administrator

[Memorandum from Bill Bradica, CEO](#) (Chief Executive Officer Division) dated September 4, 2024 relative to confirming the appointment of the new CEO, and appointment of the Ontario Works Administrator for TBDSSAB and the appointment of the Senior Administrator for Thunder Bay District Housing Corporation, for consideration. **(Page 28 - 29)**

Resolution No. 24/66

THAT with respect to direction provided by the Board in Resolution No. 24/55 Section 1997, c. 25, Schedule. A, s. 43., of the *Ontario Works Act*, effective September 28, 2024, Ken Ranta, Chief Executive Officer, be appointed as the Administrator for the TBDSSAB geographic area, to carry out the powers and duties of Administrator as noted in Section 44 of the *Ontario Works Act*.

AND THAT Georgina Daniels, Director – Corporate Services, be appointed as the designate Administrator;

AND THAT, effective September 28, 2024, Ken Ranta, Chief Executive Officer, be appointed as the Senior Administrator for the Thunder Bay District Housing Corporation,

AND THAT Georgina Daniels, Director – Corporate Services, be appointed as designate Senior Administrator;

Child Care Fee Subsidy Rates 2025

[Report No. 2024-28A](#) (Integrated Social Services Division) relative to providing the Board with information and the rationale regarding determining the maximum school age child care rates for fee subsidy recipients for the 2025 budget year, for consideration.

(Pages 30 - 33)

Resolution No. 24/67

THAT with respect to Report No. 2024-28A (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the maximum school age child care rates for fee subsidy recipients, effective January 1, 2025, as presented.

Confederation College Registered Early Childhood Educator Fast Track and Student Bursary Programs

[Report No. 2024-29](#) (Integrated Social Services Division) relative to providing the Board with information regarding the Early Childhood Education Fast Track Program and Early Childhood Education Bursary program in partnership with Confederation College and to request approval of the use of Early Years Reserve Fund for the purpose of funding year 2 of these initiatives, for consideration. **(Pages 34 - 38)**

Resolution No. 24/68

THAT with respect to Report No. 2024-29 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve the use of up to \$335,000 from the Early Years Reserve Fund for the Early Childhood Education Fast Track Program and Bursaries.

Property Portfolio Action Plan

[Report No. 2024-30](#) (Corporate Service Division/Integrated Social Services Division) providing the Board with an update regarding The District of Thunder Bay Social Services Administration Board housing property portfolio, for information only. **(Page 39 - 42)**

Senior's Housing Designation – Manion
Court and Elizabeth Court

[Report No. 2024-31](#) (Integrated Social Services Division) relative to providing the Board with information and rationale to support a change to the current minimum age limit of 60 years to 65 years at Manion Court and Elizabeth Court, to address housing application needs and to have these two locations protected under the Ontario Human Rights Code, for consideration. **(Pages 43 - 48)**

Resolution No. 24/69

THAT with respect to Report No. 2024-31 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve changing the current age requirement for Manion Court and Elizabeth Court to 65 years and older from 60 years and older to accommodate housing needs and identifying these two locations as protected under The Ontario Human Rights Code.

2024-27 Strategic Plan Second Quarter
Update

[Report No. 2024-32](#) (Chief Executive Officer Division) relative to providing the Board with the second quarter update on the 2024-27 Strategic Plan, for consideration. **(Pages 49 - 54)**

Resolution No. 24/70

THAT with respect to Report No. 2024-32 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Second Quarter Update for information only

Situation Analysis Implementation Plan
Update

[Report No. 2024-33](#) (Chief Executive Officer Division) relative to providing the Board with a progress update on the Situation Analysis Implementation Plan, for consideration. **(Provided under Separate Cover)**

Resolution No. 24/71

THAT with respect to Report No. 2024-33 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board,

receive the Situation Analysis Implementation Plan update for information only.

Records Retention Schedule Updates

[Report No. 2024-34](#) (Corporate Services Division) relative to providing the Board with recommended amendments to the Records Retention Schedule, for consideration. **(Pages 55 - 122)**

Resolution No. 24/72

THAT with respect to Report No. 2024-34 (Corporate Services Division), we The District of Thunder Bay Social Services Administration Board (the Board) approve the updated Records Retention Schedules as presented;

AND THAT the necessary by-law be presented to the board, for consideration.

Enterprise Risk Management – Annual Update

[Report No. 2024-35](#) (Corporate Services Division) relative to providing the Board with an update on the organization's Enterprise Risk Management (ERM) Framework, for information only. **(Pages 123 - 135)**

New Child Care and Early Years Cost Based Funding Approach

[Report No. 2024-36](#) (Corporate Services Division) relative to providing the Board with information on the implementation of the Canada Wide Early Learning Child Care system new child care funding approach, for information only. **(Pages 136 - 141)**

2024 Second Quarter Financial Report

[Report No. 2024-37](#) (Corporate Services Division) relative to providing the Board with the 2024 Second Quarter Financial Report, projection to year-end and the progress of key performance indicators, for information only. **(Pages 142 - 179)**

2024 Second Quarter Operational Report

[Report No. 2024-38](#) (Integrated Social Services Division) relative to providing the Board with an update containing the trends within TBDSSAB programs and services, for information only. **(Pages 180 - 196)**

CORRESPONDENCETBDSSAB AMO Position Papers

[Letter from Krista Power, Director of Legislative Services & City Clerk, City of Thunder Bay](#) dated August 12, 2024 providing a resolution endorsing TBDSSAB's position papers presented at the 2024 Association of Municipal Organization Conference in August, for information only. **(Pages 197 - 198)**

City of Thunder Bay 2025 Operating and Capital Budget

[Letter from John Collin, City Manager, City of Thunder Bay](#) dated August 29, 2024 requesting that The District of Thunder Bay Social Services Administration Board follow the same budgetary guidelines as the City of Thunder Bay, for information only. **(Pages 199 - 200)**

Ending Chronic Homelessness

[Letter from AMO, OMSSA, NOSDA to Service Manager CAO's City Managers, Heads of Council and DSSABs](#) dated August 30, 2024 collectively providing information regarding a research and advocacy project relative to ending chronic homelessness, for information only. **(Pages 201 - 202)**

Canada Ontario Housing Benefit – Funding Allocations

[Letter from AMO, OMSSA, NOSDA to Minister of Finance and Minister of MMAH](#) dated September 9, 2024 collectively advocating regarding the Canada Ontario Housing Benefit funding allocations, for information only. **(Pages 203 - 204)**

2025 Ontario Works Program Delivery Funding

[Letter from Jeff Bowen, Director, MCCSS](#) dated September 6, 2024 providing information regarding the 2025 Ontario Works Program Delivery Funding planning allocations, for information only. **(Pages 205 - 207)**

BY-LAWSFirst and Final Reading**Resolution No. 24/73**

1. A By-law to adopt By-law 01-2024 to appoint the Chief Executive Officer for The District of Thunder Bay Social Services Administration Board.

Explanation: A By-law to adopt By-law number 01-2024.

Authorization: Board Meeting 2024Sep19

BY-LAW NUMBER 02-2024

Resolution No. 24/74

1. A By-law to repeal By-law Number 01-2021 and to adopt amended Records Retention Schedule for The District of Thunder Bay Social Services Administration Board.

Explanation: A By-law to repeal By-law Number 01-2021 and replace with By-law number 02-2024.

Authorization: Board Meeting 2024Sep19

BY-LAW NUMBER 02-2024

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, October 17, 2024 at 10:00 a.m., in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT**Resolution No. 24/75**

THAT the Board Meeting No. 15/2024 of The District of Thunder Bay Social Services Administration Board, held on September 19, 2024, be adjourned at _____ a.m./p.m..



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 13/2024
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: July 18, 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
Ken Boshcoff
Anne-Marie Bourgeault
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Dominic Pasqualino
Mark Thibert

OFFICIALS:

Bill Bradica, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Ken Ranta, Director, Integrated Social Services Division
Shari Mackenzie, Manager, Human Resources
Aaron Park, Manager, Housing & Homelessness Programs
Jennifer Lible, Manager, Social Assistance Programs
Tomi Akinyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Larissa Jones, Communications Assistant
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut
Jim Moffatt
Jim Vezina

GUESTS:

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/52

Moved by: Greg Johnsen
Seconded by: Kathleen Lynch

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 July 18, 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. 11/2024 (Regular Session) and Meeting No. 12/2024 (Closed Session) of TBDSSAB, held on July 18, 2024, were presented for confirmation.

Resolution No. 24/53

Moved by: Albert Aiello
Seconded by: Elaine Mannisto

THAT the Minutes of Meeting No. 11/2024 (Regular Session) and Meeting No. 12/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on June 20, 2024, respectively, be confirmed.

CARRIED

Committee/Table Meetings

Draft Minutes of the CEO Hiring Committee Meeting held on June 17, 2024 were presented for information.

CLOSED SESSION MEETING

Administration recommended 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.

Resolution No. 24/54

Moved by: Dominic Pasqualino
Seconded by: Ken Boshcoff

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.

CARRIED

At 10:26 pm. the meeting reconvened in Regular Session with all members of Administration in attendance.

REPORTS OF ADMINISTRATION

Chief Executive Officer Hiring Committee Update

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

On consensus, the following resolution was presented to the Board.

Resolution No. 24/55

Moved by: Ken Boshcoff
Seconded by: Kathleen Lynch

THAT with respect to the memorandum from Jim Moffat, Chair, CEO Hiring Committee dated July 9, 2024 providing the Committee's recommendation relative to the appointment of the new Chief Executive Officer, we The District of Thunder Bay Social Services Administration Board, direct that the Board Chair and CEO Hiring Committee Chair proceed as directed in Closed Session;

AND THAT the Board Chair be authorized to execute the employment contract

AND THAT any necessary By-law be presented to the Board.

CARRIED

Appearance Before Thunder Bay District
Councils

Memorandum from Greg Johnsen, Board Member was re-presented to the Board providing a recommendation regarding the Chief Executive Officer appearing before Thunder Bay District Councils, for consideration.

Greg Johnsen, Board Member provided an overview of the recommendation being presented and responded to questions.

At 10:28 a.m. Kasey Etreni, Board Member joined the meeting.

Bill Bradica, CEO provided further information, clarification and responded to questions.

Resolution No. 24/56

Moved by: Greg Johnsen
Seconded by: Ken Boshcoff

THAT with respect to the Memorandum dated June 17, 2024 from Greg Johnsen, Board Member, we The District of Thunder Bay Social Services Administration Board, direct the Chief Executive Officer to advise the City of Thunder Bay and other communities within the District of Thunder Bay of their willingness to appear before Thunder Bay City Council and other municipal Councils to answer questions and/or provide information regarding the ongoing issues of unsheltered homelessness/encampments that exist in Thunder Bay District communities.

CARRIED

Appointment to Audit Committee

Memorandum from Bill Bradica, CEO was presented to the Board providing a request for appointment to the Audit Committee, for consideration.

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

Kathleen Lynch was nominated for the position and accepted the nomination

Resolution No. 24/57

Moved by: Ken Boshcoff
Seconded by: Dominic Pasqualino

THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, effective July 18, 2024, for the term ending December 31, 2024:

Kathleen Lynch.

CARRIED

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

Report No. 2024-25 (Integrated Social Services Division) was re-presented to the Board providing information regarding the issue of short-term rentals and the impact on access to housing throughout the District of Thunder Bay.

At 11:36 a.m. Mark Thibert, Board Member left the meeting.

Bill Bradica, CEO provided a brief overview of the reasoning for the report and responded to questions.

Tomi Akinyede, Supervisor, Research & Social Policy responded to questions.

Capital Seed Funding

Report No. 2024-26 (Integrated Social Services Division) was re-presented to the Board providing 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.

Aaron Park, Manager, Housing & Homelessness Programs provided a brief overview.

Bill Bradica, CEO responded to questions.

Employment Services Transformation
Update

Memorandum from Jennifer Lible, Manager, Social Services Programs (Integrated Social Services Division) was re-presented to the Board providing an update of the employment services transformation.

Jennifer Lible, Manager, Social Services Programs provided an overview of the memorandum and responded to questions.

Bill Bradica, CEO provided clarification and responded to questions.

CORRESPONDENCE

Social Assistance Rates and Common
Assessment Tool

Letter from the Hon. Michael Parsa, Minister of Children Community and Social Services acknowledging the letter, resolution and TBDSSAB Board Report forwarded to the Minister was re-presented to the Board.

Bill Bradica, CEO responded to questions.

2024-25 Confirmed Funding Allocations
for National Housing Strategy Programs

Correspondence from the Hon. Paul Calandra, Minister of Municipal Affairs and Housing dated June 17, 2024 was re-presented to the Board providing information regarding confirmed funding under the National Housing Strategy, for information only.

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

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 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 24/58

Moved by: Anne-Marie Bourgeault
Seconded by: Albert Aiello

THAT the Board Meeting No. 13/2024 of The District of Thunder Bay Social Services Administration Board, held on July 18, 2024, be adjourned at 11:58 a.m.

CARRIED

Chair

Chief Executive Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 14/2024
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: July 18, 2024

TIME OF MEETING: 10:05 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
Ken Boshcoff
Anne-Marie Bourgeault
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Dominic Pasqualino
Mark Thibert

OFFICIALS:

Bill Bradica, Chief Executive Officer
Shari Mackenzie, Manager, Human Resources
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Meghan Chomut
Kasey Etreni
Jim Moffat
Jim Vezina

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

Chief Executive Officer Hiring Committee
Update

Memorandum from Jim Moffat, Committee Chair relative to providing the Committee's recommendation to the Board was presented to the Board.

Bill Bradica, Chief Executive Officer provided an overview of the memorandum, responded to questions and provided clarification.

At 10:12 a.m. Mark Thibert, Board Member joined the meeting.

On consensus, the Board determined that the Regular Session recommendation be presented in Regular Session.

ADJOURNMENT

Resolution No. 24/CS07

Moved by: Elaine Mannisto
Seconded by: Dominic Pasqualino

THAT the Board (Closed Session) Meeting No. 14/2024 of The District of Thunder Bay Social Services Administration Board, held on July 18, 2024, be adjourned at 10:26 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



**MINUTES OF HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE MEETING OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE: June 13, 2024

TIME: 9:00 a.m.

PLACE: Microsoft Teams &
3rd Floor Boardroom
TBDSSAB
231 May Street South
Thunder Bay, ON

CHAIR: Ken Ranta, Director, Integrated Social Services Division

PRESENT:

Gary Ferguson, Community Stakeholder
 Jessica Gasci, Community Stakeholder
 Brian Hamilton, Board Chair (ex officio)
 Greg Johnsen, Board Member
 Bill Bradica, Chief Executive Officer
 Ken Ranta, Director, Integrated Social Services
 Division
 Aaron Park, Manager, Housing &
 Homelessness Programs
 Michelle Wojciechowski, Manager, Intake and
 Eligibility
 Stephanie Veneruzzo, Homelessness
 Prevention Officer
 Glenda Flank, Recording Secretary

GUESTS / RESOURCE STAFF:

Tafadzwa Mukubvu, Manager, Finance
 Tomi Akinyede, Supervisor, Research &
 Social Policy
 Carole Lem, Communications & Engagement
 Officer

REGRETS:

Carol Audet, Community Stakeholder
 Donna Kroocmo, Community Stakeholder
 Bonnie Kryswaty, Community Stakeholder
 Kathleen Lynch, Board Member

1.0 Call to Order

Ken Ranta, Director, Integrated Social Services Division, called the Homelessness Prevention Program (HPP) Advisory Table meeting to order at 9:04 a.m.

2.0 Disclosures of Interest

None.

3.0 HPP 2023 Program Review

Ken Ranta, Director, Integrated Social Services Division and Aaron Park, Manager, Housing & Homelessness Programs presented the 2023 HPP program review.

Ken Ranta, Director, Integrated Social Services Division provided a brief overview of the different homelessness programs, key goals and outcomes and service categories.

Bill Bradica, Chief Executive Officer joined the meeting at 9:08 a.m.

Brian Hamilton, Board Chair (ex officio) joined the meeting at 9:13 a.m.

Jessica Gasci, Community Stakeholder joined the meeting at 9:23 a.m.

Aaron Park, Manager, Housing & Homelessness Programs provided an overview of the statistics related to housing & homelessness programs, the initiatives provided by TBDSSAB, capital projects and responded to questions.

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

Bill Bradica, Chief Executive Officer provided further information and responded to questions.

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

4.0 HPP 2024 Objectives

Ken Ranta, Director, Integrated Social Services Division and Aaron Park, Manager, Housing & Homelessness Programs presented plans and objectives for the 2024 HPP Program.

Ken Ranta, Director, Integrated Social Services Division provided an overview of the areas of need and 2024 objectives, outreach and support services,

Gary Ferguson, Community Stakeholder advised of a correction to the numbers for the Salvation Army beds and responded to questions.

Aaron Park, Manager, Housing & Homelessness Programs provided an overview of the High Needs Homeless and By-Name Lists and responded to questions.

Bill Bradica, Chief Executive Officer provided clarification, further information and responded to questions.

Tomi, Akinyede, Supervisor, Research and Social Policy responded to questions.

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

Michelle Wojciechowski, Manager, Intake and Eligibility provided further information.

Stephanie Veneruzzo, Homelessness Prevention Officer, provided further information.

A discussion was held regarding encampments within the District.

5.0 Expression of Interest – Transitional and Supportive Housing

Ken Ranta, Director, Integrated Social Services provided a brief overview of the 2024 Expression of Interest.

6.0 New Business

None.

7.0 Next Meeting

The next meeting to be determined.

8.0 Adjournment

The meeting of the Homelessness Prevention Program Advisory Table held on June 13, 2024, adjourned at 11:02 a.m.



Memorandum

Date: September 19, 2024
To: Members of the Board
From: Aaron Park, Manager, Housing and Homelessness Programs
Subject: **By Name List**

The Ontario Service Manager By-Name List 2022 (BNL 2022) Guidelines introduced new requirements for Service Managers to maintain a comprehensive BNL of people experiencing homelessness within their service areas.

A By-Name List is a real-time record of individuals experiencing homelessness across a service manager's area and facilitates connecting people to the necessary services and supports they need, creating a foundation for better service coordination.

Service Managers were expected to begin developing their By-Name Lists in April 2021, and meet minimum Ministry requirements by December 31, 2021, with the By-Name List to be operational by April 1, 2023. There are no specified data collection requirements identified by the province, which allows Service Managers to define systems that best suit their community needs. TBDSSAB has long-established reporting relationships with community partners that allows for the collection of information to populate the By-Name list.

TBDSSAB has met the provincial requirements as outlined in the BNL 2022 Guidelines. The most updated numbers from the BNL includes 953 individuals identified in the District of Thunder Bay. Of this total, 778 (81%) are adults aged 18-59, 98 (10%) are youths, and 77 (9%) are aged 60+. Additionally, 639 (67%) identify as Indigenous and 25 (3%) are veterans. There are 111 individuals (12%) who are identified as chronically homeless.

Home Community	Unique Count of Individuals
Thunder Bay	708
Schreiber	2
Marathon	1
Manitouwadge	2
Outside District	6
Pic River First Nation	1
Seine River First Nation	1
First Nations Outside District	8
Blank or Undisclosed	224



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

Despite the numbers on the By-Name list, not all individuals are homeless. Some may be housed in uncertain or tenuous situations, while others may have unsuitable housing. The inclusion on the By-Name list allows for circumstances to be realized and appropriate solutions, including supports, to be offered. Information is collected voluntarily from individuals, and there is no obligation for individuals to share all their information.

To address the number of individuals on the BNL, the TBDSSAB has invested heavily in the development of transitional and supportive housing in the District of Thunder Bay. The lack of transitional housing has long been a gap in the services to assist individuals experiencing homelessness to build the skills they require to live independently. The investments made will ensure that individuals will have a path from homelessness in the District of Thunder Bay.

Since 2018, TBDSSAB has invested in the creation of 183 supportive and transitional housing spaces. Of this total, 50 spaces are currently under construction, and 41 beds funded through Social Services Relief Fund (SSRF) continue to be made available. Transitional and supportive housing projects funded since 2018 include:

Journey to Life	20
Lodge on Dawson	30
Dilico - Arthur St	8
Matawa - Lillie St	6
Matawa - Algoma St (family crisis)	6
Elizabeth Fry Society - Cameron St	7
Elevate NWO - Andras Court	15
Matawa - Algoma St	21
Dilico - Yonge St	20
Northern Linkage (Brock)	22
OAHS	4
Shelter House	15
Elizabeth Fry Archibald	9

TBDSSAB has also approved \$8,374,630 from the 2024/25 HPP allocation for the continued investment in transitional and supportive housing. These investments, along with other planned units such as the Ontario Aboriginal Housing Services 59-unit youth transitional housing project, will have a significant impact in supporting individuals currently on the BNL.

TBDSSAB will continue to maintain a By-Name list and use this to connect with homeless individuals to best address their housing and support needs. Information from the By-Name list will be shared with the Ministry of Municipal Affairs and Housing as appropriate.



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

Sincerely,

Aaron Park
Manager, Housing and Homelessness Programs

AP/sv



BOARD REPORT

REPORT No.: 2024-27A

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: MARKET RENT REPORT

RECOMMENDATION

THAT with respect to Report No. 2024-27A (Integrated Social Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2025 market rents as outlined in Confidential Attachment #1 of Report No. 2024-27A, presented in Closed Session;

AND THAT any approved market rent increase be effective February 1, 2025.

REPORT SUMMARY

To present information to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) and recommend approval of the 2025 market rents for TBDSSAB owned units.

BACKGROUND

The 2025 Rent Increase Guideline from the Ministry of Municipal Affairs and Housing (MMAH) received in June 2024 advises that the maximum rate of allowable rent increase for 2025 is 2.5%. Legislation was passed on June 13, 2012, to amend the *Residential Tenancies Act, 2006* to ensure that the Rent Increase Guideline is capped at 2.5% annually, with an exemption for social housing. The Annual Rent Increase Guideline continues to be based on Ontario's Consumer Price Index (CPI), a Statistics Canada tool that measures inflation and economic conditions over a year. Data from June to May is used to determine the guideline for the following year. The average yearly increase in Ontario from 2004-2024 was 2.0%. The 2025 guideline would apply to rents increased between January 1 and December 31, 2025.

In September 2020, legislation was introduced to propose a freeze to the Ontario market rent rates previously determined for 2021 by the MMAH. The intent was to reduce the burden on renters due to the COVID-19 pandemic. The ***Helping Tenants and Small Businesses Act*** froze rents in 2021 over a one-year period for tenants of most rent-controlled and non-rent-controlled residential units. This includes municipally

funded community housing rental units. This legislation was passed and came into effect January 1, 2021. With this legislation approved, TBDSSAB did not increase rents for 2021 and maintained the Board approved 2020 rates. Any increase determined throughout 2021 were then applied to tenants in January of 2022.

Market rents and any recommended market rent increases are provided to the Board for review and approval on an annual basis. Previously, the annual increase has mainly followed the Rent Increase Guideline, however in 2015 a request to increase the market rent at Andras Court beyond the Rent Increase Guideline was presented by Administration in order to ensure parity in the market. The Andras Court increase was based on TBDSSAB's completion of a Market Rent Study in 2016 to establish current market rental rates for the District of Thunder Bay.

In early 2022, TBDSSAB again completed a Market Rent Study report so that TBDSSAB could ensure rates charged reflect local market conditions and provide fair rates to all participants. It was determined that although TBDSSAB rates are lower, some unit categories are comparable based on unit size and age demographic or family composition. Market rent rates in communities outside the City of Thunder Bay were determined to have the lowest comparators with the current rates TBDSSAB is charging. With these comparators, TBDSSAB increased 2023 market rent rates by 3.0% for the residences within the City of Thunder Bay and 3.5% for those outside the city. Increase recommendations align TBDSSAB units within the private market rates but maintain rates at the low end of market. After continued review in 2023, again using the 2022 Market Rent Study and reviewing current market rates and the 2024 MMAH Average Market Rent (AMR) rates based on Canada Mortgage and Housing Corporation data, an overall 3.5% increase is proposed for all TBDSSAB market rent units in 2025 to continue to address property costs while maintaining TBDSSAB units within the lower end of markets.

COMMENTS

As of July 2024, 178 of TBDSSAB's more than 2,400 tenants were paying market rent and would possibly be affected by the proposed increase. Tenants paying rent geared to income will not be affected by the increase.

Administration has identified that of the 178 market tenants, 68 are seniors, 50 are singles and 39 are families within the City of Thunder Bay. Outside of Thunder Bay, 18 are seniors and 3 families paying market rent.

STRATEGIC PLAN IMPACT

This report supports the Strategic Plan visions of establishing flexible, inclusive services through the management of relevant diverse housing and financial stewardship.

FINANCIAL IMPLICATIONS



Based on the number of market tenants and Rent Geared to Income tenants paying market rent as of July 2024, Administration estimates potential additional revenue of approximately \$50,588 for 2025 using the 3.5% increase.

CONCLUSION

It is concluded that properties in the TBDSSAB service area receive the recommended rate increase for 2025 to keep TBDSSAB market rent amounts aligned with comparable local accommodations in the respective areas while maintaining a position at the lower end of market.

REFERENCE MATERIALS

Attachment #1 [Proposed 2025 TBDSSAB Market Rents \(Confidential\) Provided in Closed Session](#)

PREPARED BY:	Crystal Simeoni, Manager, Housing Operations
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



Memorandum

Date: September 4, 2024
To: Members of the Board
From: William (Bill) Bradica, Chief Executive Officer
Subject: **Appointment of CEO and OW Administrator for TBDSSAB and Senior Administrator for TBDHC**

At the July 18, 2024 Board meeting a memorandum was presented to the Board in Closed Session advising of the selection of Ken Ranta as the new Chief Executive Officer of The District of Thunder Bay Social Services Administration Board and directing Administration to provide a By-law to appoint Ken Ranta as the Chief Executive Officer, effective September 28, 2024 and a resolution appointing Ken Ranta as the Administrator for Ontario Works and Senior Administrator of Thunder Bay District Housing Corporation, effective September 28, 2024, at the September 19, 2024 Board Meeting.

The following resolution will be presented for the Board's consideration at the September 19, 2024 Board meeting:

THAT with respect to direction provided by the Board in Resolution No. 24/55 Section 1997, c. 25, Schedule. A, s. 43., of the *Ontario Works Act*, effective September 28, 2024, Ken Ranta, Chief Executive Officer, be appointed as the Administrator for the TBDSSAB geographic area, to carry out the powers and duties of Administrator as noted in Section 44 of the *Ontario Works Act*.

AND THAT Georgina Daniels, Director – Corporate Services, be appointed as the designate Administrator;

AND THAT, effective September 28, 2024, Ken Ranta, Chief Executive Officer, be appointed as the Senior Administrator for the Thunder Bay District Housing Corporation,



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

AND THAT Georgina Daniels, Director – Corporate Services, be appointed as designate Senior Administrator;

Sincerely,

William (Bill) Bradica
Chief Executive Officer

WB/gf

Copy to: Ken Ranta, Director, Integrated Social Services
Georgina Daniels, Director, Corporate Services



BOARD REPORT

REPORT No.: 2024-28A

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: CHILD CARE FEE SUBSIDY RATES 2025

RECOMMENDATION

THAT with respect to Report No. 2024-28A (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the maximum school age child care rates for fee subsidy recipients, effective January 1, 2025, as presented.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information and rationale for determining the maximum school age child care rates for fee subsidy recipients for the 2025 budget year.

BACKGROUND

Fee subsidy is income tested financial assistance provided toward the cost of child care for parents or legal guardians of children between birth and 12 years of age.

Historically, child care operators determined their daily child care rates based on their own internal business model, with TBDSSAB establishing the maximum daily rates upon which it will provide fee subsidy for eligible families.

With the implementation of the Canada Wide Early Learning Child Care (CWELCC) Program, child care fees for birth to age 6 age categories were frozen by the province as of March 27, 2022. Under the CWELCC program New Child Care Funding Approach, as of January 1st, 2025 the Ministry of Education (Ministry) has moved to a fixed rate of \$22 per day for all age categories with the exception of the school age children from 6-12 years of age.

COMMENTS

The Ministry has taken a phased in approach to the CWELCC System, with the goal of reaching an average parent fee of \$10 a day by 2025-26 for licensed child care spaces. This will involve several steps to reduce current fees to this target level.

The first step was providing a 25% fee reduction for families, beginning April 1, 2022, then building to a 50% reduction in average parent costs (based on March 27, 2022 levels) for licensed child care by the end of the calendar year 2022. This fee reduction continues for 2025 upon the release of the New Child Care Funding Approach. The base fee will be \$22 per day per child for families, except for those children over 6 years of age, based on the CWELCC guidelines and eligibility criteria provided by the Ministry.

The following chart outlines the 2024 actual rates and the proposed 2025 rates. Administration is proposing that school age rates be increased using the prior year (2024) Ontario Consumer Price Index (CPI) of 2.8% rounded to the nearest full dollar. The CPI has been used in prior years to guide the increase in maximum child care per diem rates. This results in a proposed \$1 per day increase for school age rates for 2025.

TBDSSAB Maximum Child Care Rates

Age Category	2024	2025	Increase
School Age	\$41	\$42	2.8%

STRATEGIC PLAN IMPACT

This report relates to the Board's strategic direction of promoting organizational excellence through Financial Stewardship, with a focus on engaging community partners in maximizing integrity across the service system. Further, this initiative addresses stabilizing supports and services in the Early Years and Child Care sector.

FINANCIAL IMPLICATIONS

Administration estimates the financial impact of increasing the maximum daily rates for school age spaces will result in approximately \$407 more fee subsidy being provided to child care operators on behalf of eligible families.

If approved, this amount will be included in the 2025 operating budget to be submitted to the Board.



CONCLUSION

It is concluded that the proposed maximum child care rates for fee subsidy recipients, effective January 1, 2025, be approved as presented.

REFERENCE MATERIALS

Attachment #1

[2025 Proposed Child Care Code Rates Fee Subsidy](#)

PREPARED BY:	Dawnette Hoard, Manager, Child Care and Early Years
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer

CHILD CARE MAXIMUM and CENTRE SPECIFIC CARE CODE RATES 2025



Age Group	CENTRE	Proposed Rates for 2025								
	Extended 9 hrs +	Full 6 - 9 hrs	3/4 4 - 6 hrs	1/2 2 - 4 hrs	1/2 w Lunch 2 - 4 hrs	Before School < 2 hrs	After School < 2 hrs	Before & After School	Lunch	Overnight *
INFANT CARE CODES	INX	INF	I34	INH	IHL					INO
<i>Current TBDSSAB Approved</i>	\$ 79.00	\$ 74.00	\$ 52.00	\$ 41.00	\$ 50.00					\$ 68.00
Non-CWELCC Rate	\$ 79.00	\$ 74.00	\$ 52.00	\$ 41.00	\$ 50.00					\$ 68.00
CWELCC New Rate		\$ 22.00								
TODDLER CARE CODES	TDX	TDF	T34	TDH	THL					TDO
<i>Current TBDSSAB Approved</i>	\$ 61.00	\$ 55.00	\$ 48.00	\$ 35.00	\$ 44.00					\$ 66.00
Non-CWELCC Rate	\$ 61.00	\$ 55.00	\$ 48.00	\$ 35.00	\$ 44.00					\$ 66.00
CWELCC New Rate		\$ 22.00								
PRESCHOOL CARE CODES	PSX	PSF	P34	PSH	PHL					PSO
<i>Current TBDSSAB Approved</i>	\$ 54.00	\$ 49.00	\$ 44.00	\$ 31.00	\$ 38.00					\$ 61.00
Non-CWELCC Rate	\$ 54.00	\$ 49.00	\$ 44.00	\$ 31.00	\$ 38.00					\$ 61.00
CWELCC New Rate		\$ 22.00								
KINDERGARTEN CARE CODES	KNX	KNF	K34	KNH	KHL	KNB	KNA	KBA	LUN	KNO
<i>Current TBDSSAB Approved</i>	\$ 47.00	\$ 41.00	\$ 37.00	\$ 28.00	\$ 33.00	\$ 14.00	\$ 14.00	\$ 28.00	\$ 10.00	\$ 61.00
Non-CWELCC Rate	\$ 47.00	\$ 22.00	\$ 37.00	\$ 28.00	\$ 33.00	\$ 14.00	\$ 14.00	\$ 28.00	\$ 10.00	\$ 61.00
CWELCC New Rate		\$ 22.00				\$ 12.00	\$ 12.00	\$ 13.23		
SCHOOLAGE CARE CODES	SAX	SAF	S34	SAH	SHL	SAB	SAA	SBA	LUN	SAO
<i>Current TBDSSAB Approved</i>	\$ 46.00	\$ 41.00	\$ 37.00	\$ 28.00	\$ 31.00	\$ 17.00	\$ 17.00	\$ 34.00	\$ 11.00	\$ 67.00
2.5% Increase	\$ 47.00	\$ 42.00	\$ 38.00	\$ 29.00	\$ 32.00	\$ 18.00	\$ 18.00	\$ 35.00	\$ 11.00	\$ 69.00

*Overnight codes applicable to Private Home only
****CWELCC rates to be updated**

CWELCC registered Infant - Kindergarten rates for Operators base fees have been set at \$22 per MEDU
 CPI Index at 2.5% for July
 Most unlicensed providers charge \$45-55 per day



BOARD REPORT

REPORT No.: 2024-29

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: CONFEDERATION COLLEGE REGISTERED EARLY CHILDHOOD EDUCATOR
FAST TRACK AND STUDENT BURSARY PROGRAMS

RECOMMENDATION

THAT with respect to Report No. 2024-29 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve the use of up to \$335,000 from the Early Years Reserve Fund for the Early Childhood Education Fast Track Program and Bursaries.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the Early Childhood Education Fast Track Program and Early Childhood Education Bursary program in partnership with Confederation College and to request approval of the use of the Early Years Reserve Fund for the purpose of funding year two of these initiatives.

BACKGROUND

In early 2023, the Ministry of Education supported the child care sector by allocating funding for a Workforce and Retention Strategy for Child Care and Early Years. This support was aimed at attracting new staffing and to support staff retention in the sector.

In June of 2023, TBDSSAB embarked on a partnership with Confederation College to support the recruitment and retention of Early Childhood Educators (ECE) in the child care sector. TBDSSAB supported the development of the Fast Track ECE Program as well as bursaries for both first and second year students. The Fast Track program was designed for staff currently working in child care operations who were not Registered ECE's. The program would provide current staff with the education required to gain a diploma in Early Childhood Education which would then support the expansion of child care spaces within the sector.

COMMENTS

The Ministry of Education did not include Workforce and Retention funding in the 2024 operating funding, so Administration did not plan to continue the Fast Track and Bursary programs beyond the initial year. However, the program proved to be highly successful providing 12 out of 15 students enrolled in the Fast Track program with ECE diplomas this past August. The feedback from students and faculty at Confederation College has been positive and TBDSSAB has had a significant number of requests to offer the program again. As a result of these newly graduated Registered ECE's, it is estimated that we will reach our Targeted Growth Plan as approved in March of 2023, of 56 community-based spaces per year in 2024 and 2025.

The bursary program offered through TBDSSAB funding is intended to attract new interested students to the field of early childhood education and address financial barriers that may impede entry into the program. It is proposed to offer first-year students a bursary of \$1,000 and second-year students a bursary of \$2,000.

Current ECE Program Student Enrollment:

- 61 first year students who begin their program in September of 2024
- 48 students who will be entering into their second year in September 2024 and potentially graduate in June of 2025
- 15 Fast Track ECE students projected to start the program in September of 2024

Administration has determined that the child care system would require an additional 129 RECEs to be fully utilized based on the current licensed spaces in the service system. This initiative aligns with the provincial mandate in which they intend to increase child care spaces across Ontario.

The **key objectives** of this funding are to:

- Sustain the existing workforce to ensure a more stable and high-quality early years and child care system.
- Enhance access to opportunities for the workforce that promote retention and recruitment, including professional development, training, and qualification upgrade programs.
- Grow the number of qualified staff in the child care and early years workforce to increase access to licensed child care for families.
- Attract and support the development of an increasingly diverse workforce to reflect the children and families accessing early years and child care programs more effectively.

Accessible, inclusive, and high-quality child care is essential for the economy and Early Childhood Educators enable broader access for parents to enter or continue in the workforce. Without a viable child care workforce, there is no child care. The current Early Childhood Education workforce has seen a significant decline in registered Early

Childhood Educators. There are currently 59,000 registered Early Childhood Educators in Ontario and approximately 44 % are not working in licensed child care programs. Employment has dropped approximately 20% during the COVID-19 pandemic (Early Childhood Education Report, 2021).

As the child care service system manager in the District of Thunder Bay, TBDSSAB is committed to supporting and investing in the next generation of Early Childhood Educators. The continuation of the Fast Track and bursary programs will make the required education and training more accessible for students. TBDSSAB is working collaboratively on recruitment and retention strategies with the sector to retain and recruit new individuals to the profession, with a focus on reducing barriers to becoming a Registered Early Childhood Educator and supporting educators in accessing additional qualifications to support them in their career development.

The 2025 child care funding approach recently released by the Ministry of Education allows for the investment in workforce development and retention strategies, and as such, the use of Early Years Reserve Funds is proposed as a one-time approach to continue programs in the 2024 school year.

STRATEGIC PLAN IMPACT

This report supports the stabilizing of services within the strategic plan by supporting operators with attraction, retention and growth of ECEs throughout the District. Further, it provides responsive community partnerships by increasing collaboration among system partners creating a system responsive to the needs of the community.

FINANCIAL IMPLICATIONS



Administration is proposing to utilize \$334,069 from the Early Years Reserve Fund to continue to deliver the above noted programs through Confederation College, to support growth in the child care and early years sector.

CONCLUSION

It is concluded that this report provides the Board with information relative to the request for use of the Early Years Reserve Fund to support the continuation of the Fast Track ECE and Bursary programs, in partnership with Confederation College, to enhance the workforce strategy for Child Care and Early Years community within the District of Thunder Bay.

REFERENCE MATERIALS

Attachment #1 [Confederation College - Early Childhood Education Fast Track Program](#)

PREPARED BY:	Dawnette Hoard, Manager, Child Care and Early Years
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer

ECE Fast Track Program Cohort 2. July 2024

As at	17-Jul-24
Participating School	Confederation College

Activity Report	#1	#2
Effective Date		
Due Date	20-Dec-24	31-Mar-25

ADMINISTRATIVE COSTS	Budget	Actual	Actual	Actual	Actual	Total (Actual)	Variance (Budget)
Administration	16,872.20					-	16,872.20
TOTAL DEVELOPMENT COSTS	16,872.20	-	-	-	-	-	16,872.20
OPERATIONAL COSTS	Budget	Actual	Actual	Actual	Actual	Total (Actual)	Variance (Budget)
Academic Coordinator*	6,216.00 as per CA					-	6,216.00
Placement Coordinator	8,400.00 \$30/hour					-	8,400.00
Marketing	5,000.00					-	5,000.00
Tuition (Fast Track Students)	140,581.50 \$9372.10/student					-	140,581.50
TOTAL OPERATIONAL COSTS	160,197.50	-	-	-	-	-	160,197.50
FINANCIAL SUPPORT	Budget	Actual	Actual	Actual	Actual	Total (Actual)	Variance (Budget)
Bursary for 1st Year Students	61,000.00 \$1,000/studentx61					-	61,000.00
Bursary for 2nd year students	96,000.00 \$2,000/studentx48					-	96,000.00
TOTAL FINANCIAL SUPPORT	157,000.00	-	-	-	-	-	157,000.00
TOTAL PROPOSED COSTS	334,069.70	-	-	-	-	-	334,069.70

* As per collective agreement



BOARD REPORT

REPORT No.: 2024-30
MEETING DATE: SEPTEMBER 19, 2024
SUBJECT: PROPERTY PORTFOLIO ACTION PLAN

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide the Board with an update with respect to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) housing property portfolio.

BACKGROUND

At the June 26, 2014, Board meeting, the Board was presented with a first report (Report No. 2014-37) outlining the proposed capital investment required to maintain the current TBDSSAB housing portfolio over the next 30 years. Also included in this report was the commitment to individually review the future viability of each property to determine the cost effectiveness of maintaining each property and the opportunity costs involved. The intention was to determine if there were certain properties in the portfolio that were not meeting community needs or investment return expectations and could be better utilized through further investment, redevelopment, or devolution.

At the February 26, 2015, Board meeting, the Board was presented with information (Report No. 2015-18) outlining possible options to pursue relative to the continued capital investment and maintenance of each property in the portfolio. This report ranked each TBDSSAB property using the Facility Condition Index (FCI) rating tool and made recommendations to reduce ongoing investment in properties where the FCI rating was higher than an acceptable level. With this recommendation approved, a review of options available for these specific properties was undertaken.

At the September 23, 2015, Board meeting, the Board was presented with options (Report No. 2015-63) regarding future plans for the TBDSSAB property portfolio. The Board passed a resolution to pursue the possible sale of properties with high FCI ratings and operational costs and to use proceeds for reinvestment into existing or new housing units. There was

also approval to sell certain family-style units within the portfolio to generate funds for reinvestment into high demand housing units. Specific properties were identified for review. At the February 7, 2016, Board meeting, the Board was presented with a formal plan (Report No. 2016-16) for the dispossession of certain TBDSSAB properties identifying multiple phases including obtaining Ministerial Consent, valuing and marketing the properties and investing in new and/or renovated housing. From this report, the Board authorized Administration to seek the required Ministerial Consent for the removal of these properties from TBDSSAB's portfolio.

In May of 2016, an application seeking Ministerial Consent for the dispossession or redevelopment of TBDSSAB properties was prepared. This process involved providing a business case for review and addressing factors such as community need, efficiencies in operations, rationale for future direction and possible mitigation strategies should challenges arise.

One of the issues included in the Ministerial Consent application was a request to either dispose of, or regenerate the Bertrand Court property (514, 520, 532, 540 N. Court Street, Thunder Bay) pending a determination of the option that would prove most beneficial to TBDSSAB. The Ministry recommended that this property be removed from the consent process, to simplify the approval by the Ministry. All the other properties identified would remain. With legislative changes that came into effect January 1, 2017, TBDSSAB as the Service Manager may now approve the sale of its social housing properties without the Ministry's involvement, if it deems it is beneficial to do so.

Administration has completed the dispossession of all properties identified in the February 7, 2016, Report with net proceeds contributed to the Capital Regeneration Reserve Fund.

To inform continued review and updating of the long-term sustainability and capital planning process, completing comprehensive Building Condition Assessments (BCA) on all TBDSSAB owned properties is planned on a ten year cycle. At the June 20, 2024, meeting, the Board was presented with the updated BCA Results based on the updated comprehensive assessments completed in 2023, noting that an updated property portfolio action plan would be presented at the September 2024 Board meeting.

COMMENTS

Consistent with the previous process, Administration completed a review to consider the future long term physical viability of each property, consistency with program needs, and financial impacts of each property.

Physical Viability

The information provided from Report No. 2024-24, Building Condition Assessment (BCA) Results was used to complete the first analysis of the property portfolio, specifically, the FCI results. The FCI ratings for each of TBDSSAB's housing properties, with comparators to the 2014 results, are summarized as follows:

FCI Rating	Condition Narrative	# of Properties per 2024 Results	% of Properties per 2024 Results	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%

The BCAs confirmed that the properties are in good repair and do not require a higher than acceptable investment cost to maintain their condition and safety; therefore, unlike the 2014 position, there is no immediate need to consider dispossession of the existing properties.

Program Alignment

Additional factors that were considered included community needs and how the existing properties fit with and address the goals of the TBDSSAB Housing and Homelessness Strategy.

These factors were also reviewed to determine any portfolio strategy impacts. Given the current housing waitlist and related need, no properties were identified for dispossession or redevelopment as all properties can be filled from current housing waitlist needs.

Operational Financial Review

Administration also reviewed the financial position for each property, specifically reviewing comparative per unit costing, recognizing that each property has varying costs, for example, building security costs.

Although there are varying levels of financial operating investments required for each property, no specific properties were identified for dispossession or redevelopment as the cost analysis was reasonable considering the conditions/ requirements of each property.

Summary

Overall, there are no identifiable properties for dispossession nor redevelopment from the property portfolio based on review of the building conditions, program needs, and relative comparative financial analysis of each property.

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, as well as the continuation of the Flexible Housing practical vision element from the 2017 – 2020 Practical vision.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the Property Portfolio Action Plan Update.

Future considerations for the property portfolio will be provided within the annual operating or capital budgets, as required.



CONCLUSION

It is concluded that the Property Portfolio Action Plan has been updated and informed by the results of the BCAs, the current state of the housing waitlist, and analysis of the financial operational results by property.

It is also concluded that future updates to the portfolio mix and financial investment requirements will be provided to the Board, as/when required.

REFERENCE MATERIALS

None.

PREPARED BY:	Marty Farough, Manager, Infrastructure & Asset Management Crystal Simeoni, Manager, Housing Operations Tafadzwa Mukubvu, CPA, Manager, Finance
SIGNATURE	
APPROVED BY	Ken Ranta, Director – Integrated Social Services Division Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



BOARD REPORT

REPORT No.: 2024-31

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: SENIORS' HOUSING DESIGNATION - MANION COURT AND ELIZABETH COURT

RECOMMENDATION

THAT with respect to Report No. 2024-31 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve changing the current age requirement for Manion Court and Elizabeth Court to 65 years and older from 60 years and older to accommodate housing needs and identifying these 2 locations as protected under The Ontario Human Rights Code.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board, (TBDSSAB or the Board), with information and rationale to support a change to the current minimum age limit of 60 years to 65 years at Manion Court and Elizabeth Court, to address housing application needs and to have these two locations protected under the Ontario Human Rights Code.

BACKGROUND

At the March 27, 2014 meeting, the Board received a report (Report No.: 2014-12) recommending the change of eligibility for access to the Jasper Place housing building from age 60 to age 65. This request was initiated due to the Ministry of Health and Long-Term Care defining those services provided under its authority to seniors having a minimum age of 65 years. As the City of Thunder Bay delivered health-funded support services to tenants at this building, it was determined prudent that the age for eligibility to this property align with the health requirements and was thus raised to 65 years. This change was approved and there have been no subsequent concerns raised regarding age of eligibility for this property.

Related to the age designation of properties, at the March 17, 2022 meeting the Board received a report on the 10-Year Housing and Homelessness Plan Housing Targets Update (Report No.: 2022-13). This report identifies the anticipated housing needs across the entire District for the next 10 years and breaks down this need for certain

demographics. Continued monitoring of the factors that influence the projections continues, with the next report to the Board planned in 2025.

COMMENTS

With regular review of the current community housing waitlist data, it was identified that through 2023, an average of 19% of applicants identified as aged 65+, and that this percentage was very consistent over the previous 5 years. It was also identified that only one property owned by TBDSSAB, Jasper Place, was currently designated as aged 65+ for tenancy. Having 100 units, Jasper Place accounted for approximately 4% of TBDSSAB's total housing units. TBDSSAB does have several properties with minimum age limits of 50+ years, however based on the number of applications from people aged 65+, there is a specific demand for seniors-only rent-geared-to-income housing.

To provide appropriate housing, and to better support the needs of a defined seniors' population, the opportunity to explore the designation of several seniors' properties was undertaken. In reviewing the current make-up of tenants in properties across the City of Thunder Bay, 2 properties were identified as having the highest number of current tenants aged 65 years and older – Manion Court and Elizabeth Court.

Proposing Manion Court, 130 W. Donald Street, Thunder Bay (102 units) and Elizabeth Court, 275 Madeline Street, Thunder Bay (121 units) as dedicated for ages 65+ would result in having a total of 323 housing units specifically designated for seniors. This equates to approximately 13% of TBDSSAB's total housing units, better addressing the need for dedicated seniors housing. These properties are both located adjacent to grocery stores and pharmacies and related community supports, making them most suitable to support senior living. Manion Court is located on the South side of Thunder Bay while Elizabeth Court is located on the North side.

Currently Manion Court has 84 tenants over the age of 65 and 8 under who would be grandfathered in, with the remaining 10 units as vacancies. Elizabeth Court has 103 tenants over the age of 65 currently and 12 under who would be grandfathered in, with the remaining 6 units as vacancies.

The current TBDSSAB rent geared to income waiting list for Manion Court has 56 applicants and of these 37 are 65 years or older. Elizabeth Court has 74 applicants and 51 are 65 years or older. Applicants that do not turn 65 by the end of the 2025 calendar year will be provided written notice of the age change and removed from these two properties with options for other properties provided.

A review of the Ontario Human Rights Code identified 2 sections which apply to the issue of age discrimination. Section 14 – Special Programs, outlines specific circumstances where rights are deemed to not be infringed to address certain hardships or disadvantages through creating priority groups or eligibilities. Section 14(1) states:

“A right under Part I is not infringed by the implementation of a special program designed to relieve hardship or economic disadvantage or to assist disadvantaged persons or groups to achieve or attempt to achieve equal opportunity or that is likely to contribute to the elimination of the infringement of rights under Part I. R.S.O. 1990, c. H.19, s. 14 (1)”.

Section 15 – Age 65 or over, offers specific clarification that addressing the needs of those in this age classification (65+) is not deemed to infringe on the Code. It states:

“A right under Part I to non-discrimination because of age is not infringed where an age of sixty-five years or over is a requirement, qualification, or consideration for preferential treatment. R.S.O. 1990, c. H.19, s. 15”.

Thus, any specific action taken to prioritize or otherwise address the needs of those age 65 or over would be permitted under the Code.

The Supervisor, Research and Social Policy undertook a search regarding challenges related to establishing age-specific properties for seniors and was unable to find any cases related to housing providers that did not follow the Code related to age designations.

With the proposed change in age designations, Administration will track unit offers and vacancies, tenant complaints, maintenance calls, and tenant supports to determine if the change has any unintended negative implications, and then make necessary adjustments as required.

TBDSSAB also has 700 units in properties with age eligibility requirements that fall outside of 65+ seniors. Current categories include 50+ and 60+, defined to meet the needs of those specific demographics and to promote a tenant community. Properties include:

Properties	#	50+	60+
	of Units		
Assef Court	78	✓	
Badanai Court	30	✓	
Clark Tower	114		✓
Collingwood Court	23	✓	
Fisher Court, Geraldton	20	✓	
Matthews Court	101	✓	
Mclvor Court	101	✓	
Neill Court, Geraldton	21	✓	
Paterson Court	111		✓
Seppala Court	22	✓	
Sjolander Court, Nipigon	20	✓	
Wardrope Court	60	✓	

Currently TBDSSAB has 568 units located in multi-residential buildings that have an all-ages designation (16+). Properties include:

Properties	#	16+
	of Units	
8 Plex – Donald St.	8	✓
8 Plex – Pearl St.	8	✓
Andras Court	221	✓
Cumberland Court	20	✓
Glenwood Court	40	✓
Habitat	34	✓
Lendrum Court	24	✓
McLaughlin Court	12	✓
Ross Court	26	✓
Spence Court	163	✓
Vickers	12	✓

TBDSSAB, as the provincially designated community housing Service Manager, provides funding to 21 non-profit housing providers who offer rent-geared to income housing throughout the District of Thunder Bay. There are a total of 950 units under agreement with these providers. These properties offer a mix of all ages and seniors' eligibility, aligned to meet the needs of the community. As independent non-profit corporations, each would have established their own mission statement and defined policies for the provision of housing, established in their articles of incorporation. TBDSSAB would not be in a position to direct these providers to alter their mission, however, would work with each to best align overall housing needs and provision of units.

Further review of the current age designations for TBDSSAB's multi-unit properties is ongoing to identify options to best align the demand for housing with the available supply. A survey of northern Service Managers across the province was undertaken to identify practices employed in age designation of housing and findings ranged from all age's buildings, 50+, 60+ and 65+ housing being offered.

In surveying eight comparator community housing Service Managers across Northern Ontario, all stated that they have designated housing properties addressing the needs of various age designations, with the majority focusing on those age 60 and over. None of the Service Managers have received formal complaints or challenges based on these designations. This supports the findings through the legal review that no cases could be found regarding age complaints brought forward based on the discrimination under the Code. Most also have properties identified with varied age eligibility requirements, tailoring the needs of the community and supports, to defined age group populations.

The following chart outlines the results of this survey:

Organization	16+	16+	50+	55+	60+	65+
	Single	Family	Senior			
Cochrane District	✓	✓			✓	
District of Nipissing	✓	✓			✓	✓
District of Rainy River	✓	✓	✓		✓	✓
District of Timiskaming	✓	✓		✓	✓	✓
Greater Sudbury	✓	✓			✓	✓
Kenora District	✓	✓		✓	✓	
Manitoulin Sudbury	✓	✓				✓
TBDSSAB	✓	✓	✓		✓	✓

With the planned review and update of the 10-Year Housing and Homelessness Plan Housing Targets in 2025, Administration will provide updated information on the current and future needs of community housing in the District of Thunder Bay and provide further information and recommendations on the age mix of housing properties as appropriate.

STRATEGIC PLAN IMPACT

This report supports the strategic plan vision to provide safe, affordable, agency-supported housing that everyone deserves.

FINANCIAL IMPLICATIONS



Changing the current age limits would result in limited financial impact, to be determined with annual rent-geared-to-income calculations with individual tenants.

CONCLUSION

It is concluded that the current age limit for Manion Court and Elizabeth Court be changed to 65+ to address housing application needs and to identify these two locations as protected under The Ontario Human Rights Code based on age. All other TBDSSAB-owned properties will remain with current age eligibility rules and will continue to be monitored to identify potential changes in the future.

REFERENCE MATERIALS

None.

PREPARED BY:	Crystal Simeoni, Manager, Housing Operations
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



BOARD REPORT

REPORT No.: 2024-32

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: 2024-27 STRATEGIC PLAN – SECOND QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2024-32 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Second Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the quarterly progress update on the 2024-27 Strategic Plan (the Plan).

BACKGROUND

The Board approved the Plan on December 14, 2024 by Resolution No. 23/104. A Report is to be presented by the Chief Executive Officer within 60 days of the end of each quarter to identify the previous quarter's progress in achieving the strategic directives.

COMMENTS

The Plan includes three strategic directions: Culture, Compassion, and Excellence. Within these strategic directions are six strategies and 41 objectives. Administration's goal is to complete 90% of the objectives from the 2024-27 Plan by December 31, 2027.

As of June 30, 2024, the overall progress on the 2024-27 strategic plan is 19%.

The tables below summarize the progress made to June 30, 2024.

Table 1: Strategic Plan 2024-27 Progress Summary as of June 30, 2024

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	2	3	51%
	2: Fostering an Engaged and Collaborative Culture	7	0	3	24%
Compassion	3: Humanizing Human Services	8	0	2	10%
	4: Encouraging Advocacy & Awareness	9	0	3	9%
Excellence	5: Fostering Innovation and Progress	6	0	2	8%
	6: Promoting Reconciliation & Inclusion	5	0	2	12%
	Summary	41 Objectives	2 Completed	15 Underway	19% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Research / benchmarking in progress. Currently researching options including our internal processes. Internal career fair completed as a first step in internal knowledge sharing.	30%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Departmental career fair completed in Q2. This event will be held annually as a cross-departmental team building and information sharing opportunity.	100%
1.3 Implement knowledge sharing and transfer plan.	Currently researching options including our internal processes.	25%
1.4 Implement values-based hiring.	Currently in progress. Implementing with leadership positions first using our skills check platform.	50%
1.5 Each department hosts an information sharing session.	Completed through career fair.	100%
STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Survey administered in Q2. Results will be shared in Q3.	85%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Question about communicating organizational change added to staff engagement survey that went out in Q2. Results will inform next steps.	80%

2.3 Develop a transition plan with staff input related to social assistance modernization.	Social Assistance Modernization details not yet released by MCCSS. Monthly meetings have been held with MCCSS and MILTSD, with information shared with SA supervisors from each meeting. Further progress pending updates from province.	5%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Plan in progress via Communications & ISS team. A plan will be developed in Q3 for approval by EMT.	50%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Research into existing data sources is complete. Assessment of data gaps is in progress.	30%
STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Plain language review framework developed. First service recipient survey revised for increased readability using this framework in Q2. A plan to implement the plain language framework on a wider scale will be developed in Q3.	40%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Research stage completed. A campaign plan is in development, to be presented to EMT in Q3.	35%

4.3 Board advocates for more community policing	Letter sent from Bill to TBPS for more community policing at program level. Opportunities for Board-level advocacy in research stage.	5%
STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes, and develop continuous improvement plan.	Corporate Services and Research Team have determined how the assessment should be completed based on desired outcomes.	25%
5.2 Assess current data collection to align data practices with our strategic goals.	Documentation and research stage complete. Identification of gaps and opportunities is in progress.	25%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1- All staff training in unconscious bias and microaggressions.	Training options identified. Schedule and implementation plan will be completed in Q3 for Q4 implementation.	30%
6.2- Board education about reconciliation.	Training options identified. Schedule and implementation plan will be completed in Q3 for Q4 implementation.	30%

STRATEGIC PLAN IMPACT

This Report summarizes progress made toward the 2024-27 Strategic Plan objectives.

FINANCIAL IMPLICATIONS



There are no financial implications related to this Report.

CONCLUSION

It is concluded that the quarterly strategic plan update should be received as presented.

REFERENCE MATERIALS

None

PREPARED BY:	Carole Lem, Communications and Engagement Officer
SIGNATURE	
APPROVED BY	William (Bill) Bradica, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



BOARD REPORT

REPORT No.: 2024-34

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: RECORDS RETENTION SCHEDULE UPDATES

RECOMMENDATION

THAT with respect to Report No. 2024-34 (Corporate Services Division), we The District of Thunder Bay Social Services Administration Board (the Board) approve the updated Records Retention Schedules as presented;

AND THAT the necessary by-law be presented to the board, for consideration.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with recommended amendments to the Records Retention Schedule.

BACKGROUND

Records schedules are an essential element of a full lifecycle approach to the management of information. They ensure records are organized and captured in a recordkeeping system at the beginning of their lifecycle and managed throughout until their final disposition.

The Records Retention By-law identifies ten business functions of TBDSSAB. Within each of these business functions are file series with corresponding retention periods. A records series is defined as the total body of related records, whether in one or more formats, which is separately organized and maintained because the records relate to a function or subject or result from the same activity. A records series can be further divided into sub-series if necessary. The sub-series would specify a different retention and/or disposition for different types of records within a group of related records that support a single business process or activity.

Section 22 of By-law Number 03-2021 – Governance and Procedural, provides that the Chief Executive Officer (CEO) shall ensure all necessary books and records of the Board required by the By-laws of the Board or any applicable statute or law are regularly and properly kept.

COMMENTS

Administration regularly reviews its retention schedules to ensure they support operational requirements and are amended to reflect updates as required by legislation. As a result of the recent review, updates were required to the current retention schedules. The following are the recommended updates:

SECTION	SERIES TITLE AND DESCRIPTION	UPDATE
SSB20	Board Administration - MEETINGS	Department was increased to 2 years to reflect current practice.
SSS20-02	Integrated Social Services - Child Care – SPECIAL NEEDS	Series will be removed now that documents have met final retention expiry date.
SSS30-05	Integrated Social Services – HOMELESSNESS PREVENTION PROGRAM (HPP)	New Schedule required with provincial change in program. Retention is in accordance with program funding contract requirements.
SSP10	Policies, Procedures & Directives - POLICIES	Changed to: Final: Destroy only after superseded, to reflect current and best practices.
SSP20	Policies, Procedures & Directives – PROCEDURES	Changed to: Final: Destroy only after superseded, to reflect current and best practices.
SSP30	Policies, Procedures & Directives – JOB AIDS & GUIDES	Changed to: Final: Destroy only after superseded, to reflect current and best practices.
SSH30	Human Resource Management – RECRUITMENT AND SELECTION	Retention period updated based on Bill 149. Human Resources must now retain Recruitment and Selection documents for 3 years (previously 1 year), after the advertisement closing date.
SSH80-03	Human Resource Management – PANDEMIC SCREENS STAFF,	Clarification Note added that this series is time limited and ended in 2022 based on world health organization declarations. The series will be retained at this time.

SECTION	SERIES TITLE AND DESCRIPTION	UPDATE
	VISITOR/VENDOR AND CLIENTS	
SSA30	Asset Management – INSURANCE CLAIMS	Description updated to provide clarity relative to start of retention schedule.
SSA30-01	Asset Management - CURRENT INSURANCE CLAIMS	New schedule created to reflect insurance best practices to separate current claims from closed claims
SSA30-02	Asset Management – CLOSED INSURANCE CLAIMS	New Schedule created to reflect insurance best practices to separate current claims from closed claims.
SSI80	Information and Information Technology Management – DISTRIBUTION	Retention period updated from 5 years to 7 years to reflect funding agreement requirements.

STRATEGIC PLAN IMPACT

Although not a specific strategy within the 2024 – 2027 Strategic Plan, appropriate documents and records are an element of an effective system of internal control, a requirement within TBDSSAB's funding agreements, and meets legislative requirements relative to privacy, thereby supporting all programs and financial stewardship of the organization.

FINANCIAL IMPLICATIONS



There are no new financial implications associated with the implementation of the updated Records Management By-law.

The cost for records management services is included annually in the operating budget. In 2024, an amount of \$28,900 was included for these services, which includes off-site storage of archived files, and destruction processes in accordance with the Records Retention By-law and related Schedules.

CONCLUSION

It is concluded that the retention schedules should be updated to reflect changes within legislation and operational requirements and should be approved as presented.

REFERENCE MATERIALSAttachment #1 [Records Retention Schedule](#)

PREPARED BY:	Michael Shafirka, Manager, Information Services
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director, Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



RECORDS RETENTION

FOR THE ADMINISTRATIVE & OPERATING FUNCTIONS OF THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD (TBDSSAB)

These common records series will assist staff in managing the retention and disposal of the records (paper and electronic) created, received and used in the functions of the organization including:

- **Board Administration [SSB]**
- **Management & Administration [SSM]**
- **Social Services Programs [SSS]**
- **Policies, Procedures & Directives [SSP]**
- **Financial Management (includes purchasing) [SSF]**
- **Human Resources [SSH]**
- **Communications [SSC]**
- **Asset Management [SSA]**
- **Information and Information Technology Management [SSI]**
- **Legal [SSL]**

This document is also available on the shared drive at H:\INFO IT MGT\SSI 60 Record Mgt



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

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

BOARD ADMINISTRATION

SSB10	Board Records
SSB20	Meetings
SSB30	Board Committees & Advisory Tables
SSB40	Public Board Records
SSB50	Board Composition Governance



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

Series #	Series Title and Description	Retention and Disposition
<p>SSB10</p>	<p>BOARD RECORDS</p> <p>To provide a record of TBDSSAB representation, membership, guidelines and decisions. This series consists of government correspondence relative to the TBDSSAB, member municipalities, correspondence, performance measurements, work plans, Board agendas, minutes and resolutions (regular and in camera), Territory without Municipal Organization (TWOMO) documentation and election information, administrative summaries (regular and in camera), by-laws, working documents and related correspondence.</p> <p><u>Note</u>: All agenda's, minutes & reports of regular session meetings are moved to SSB40 once the meeting has taken place.</p>	<p>Department: 2 years Total: 15 years Final: Permanent <i>Subject to Review</i></p>
<p>SSB20</p>	<p>MEETINGS</p> <p>To maintain records related to the organization of meetings. Information collected includes meeting notifications, attendance, schedules and any related lunch / dinner and mileage associated with meetings of the Board and its various committees.</p>	<p>Department: 24 year Total: 2 years Final: Destroy</p>
<p>SSB30</p>	<p>BOARD COMMITTEES & ADVISORY TABLES</p> <p>Records relating to the establishment, organization, and functioning of all standing Committees and Advisory Tables of the Board and their related composition agendas and minutes.</p>	<p>Department: 2 years Total: 15 years Final: Permanent <i>Subject to Review</i></p>



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

Series #	Series Title and Description	Retention and Disposition
<p>SSB40</p>	<p>PUBLIC BOARD RECORDS</p> <p>A final copy of public records related to TBDSSAB that are accessible to all staff. These are copies for release to the public of reports, agendas and minutes of the Board operations as well as resolutions and the Final Annual Report.</p> <p>Note: For closed session meetings, only minutes are included in this series. See SSB10 for closed session agendas and reports.</p>	<p>Department: 5 years Total: Permanent <i>Subject to Review</i></p>
<p>SSB50</p>	<p>BOARD COMPOSITION & GOVERNANCE</p> <p>To provide a record of TBDSSAB representation, membership, guidelines, and decision. This series includes government correspondence relative to DSSAB governance and accountability, member municipalities' correspondence, Code of Ethics, Board representation, provincial appointee, annual board appointments, territory without municipal organization (TWOMO) documentation and election information.</p>	<p>Department: 2 years Final: Permanent <i>Subject to Review</i></p>



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

MANAGEMENT AND ADMINISTRATION

SSM10	Department Planning & Minutes
SSM20	Statistics
SSM20-01	Social Policy
SSM20-02	Asset Management
SSM20-03	Programs
SSM20-04	Internal
SSM30	Administration Support
SSM40	Associations & Organizations
SSM50	Inter-Governmental Relations
SSM70	Continuity Plans



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

Series #	Series Title and Description	Retention and Disposition
SSM10	<p>DEPARTMENT PLANNING & MEETINGS</p> <p>Records of meetings for staff committees/<u>tables</u> and department/division level planning. Includes staff meetings notices, agenda and minutes. The series also includes departmental planning, strategic plans, and operational reports.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>
SSM20	<p>STATISTICS</p> <p>To provide statistical records from the various departments and divisions as well as administration, which pertain to the operations of the organization such as caseload information, program results, time studies etc.</p> <p><u>Note</u>: Includes SSM20-01 to 04</p>	<p>Department: 2 years Total 10 years Final: Destroy</p>
SSM30	<p>ADMINISTRATIVE SUPPORT</p> <p>To provide a record of general correspondence with respect to TBDSSAB operations and administration including temporary delegations of authority pertaining to day-to-day administration as well as the working files of the Executive and Administrative Assistants.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>
SSM40	<p>ASSOCIATIONS AND ORGANIZATIONS</p> <p>Records used in administering individual or TBDSSAB memberships in associations, organizations, societies, federations, etc. Records include membership applications and correspondence, agenda, minutes of meetings, reports, annual reports, and membership fees documentation. Also includes correspondence related to conference and travel for both administrative staff and Board members. Records relating to TBDSSAB's participation in the organization and administration of conferences, meetings, and symposia, including materials relating to planning, advertising, administrative logistics and attendance at these events. Includes background material.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>



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

Series #	Series Title and Description	Retention and Disposition
SSM50	<p>INTER-GOVERNMENTAL RELATIONS</p> <p>Records relating to political advocacy work within the province. May include white papers on various social concerns within the province, information received from other DSSAB's Boards and Agencies. Correspondence related to social movements within government bodies.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>
SSM70	<p>BUSINESS CONTINUITY PLANNING</p> <p>Records relating to the program implementation and administration of Business Continuity Planning. May include procedures, standards, evaluations, work plans, business impact analyses, business services risk assessments, emergency response plans, emergency contact information, emergency notification protocols, procedures, standards, evaluations, and other related records.</p> <p>Records used in planning and delivering management responses related to incident management.</p>	<p>Department: 2 years Total 2 years Final: Destroy <i>After Superseded</i></p>



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

INTEGRATED SOCIAL SERVICES PROGRAMS

SSS10	Ontario Works Program
SS10-01	Client Files – OW
SS10-02	Client Files – OW With Overpayments
SSS10-03	Client Files – OW FRO (Closed October 2019)
SSS10-04	Client Files – Culling Client Records
SSS10-05	Client Files – Unfounded Fraud Documents Added
SSS10-06	Client Files – OW Scanned Documents
SSS10-07	Crown Briefs
SSS20	Child Care & Early Years Programs
SSS20-01	Client Files – CC
SSS20-02	Special Needs (Closed July 2015)
SSS20-03	Quality Assurance (Closed December 2019)
SSS20-04	Pedagogical Model
SSS20-05	Client Files – CC Scanned Documents
SSS30	Housing Programs
SSS30-01A,D-H	Client Files – Housing Programs
SSS30-02	Housing Providers
SSS30-03	Community Homelessness Prevention Initiative
SSS30-04	Reaching Home Initiative
<u>SSS30-05</u>	<u>Homelessness Prevention Program (HPP)</u>
SSS40	Property Management
SSS40-01	Client Files -I Property Management Tenants
SSS40-02	Client Files – Property Management Tenants with Arrears
SSS40-03	Client Files – Culling Electronic Tenant Records
SSS40-04	Client Files – HP Scanned Documents



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

Series #	Series Title and Description	Retention and Disposition
<p>SSS10</p>	<p>ONTARIO WORKS PROGRAM</p> <p>To provide a record of Ontario Works programs and services through TBDSSAB. This series contains general documentation relative to the OW programs from the department perspective i.e., reports, family support, discretionary dental and drugs for ODSP clients, employment, EVP, LEAP, EHOW, ERO, CIVRS, as well as service plans, projects, SBT hearing documents and compliance reviews.</p>	<p>Department: 1 year Total 5 years Final: Destroy</p>
<p>SSS10-01</p>	<p>CLIENT FILES – ONTARIO WORKS</p> <p>To provide a record of activity for clients in the Ontario Works Program. To document eligibility of clients and employment activities as well as identification. Information collected includes personal / confidential and health information for clients and their immediate family. For information related to Housing Security Funds see series SSS30-03.</p> <p>Note: Psychological Assessments for clients granted ODSP are stored separately in a locked cabinet and destroyed on-site. Those granted with no review follow destruction of client file. Those with an ODSP review date are subject to review prior to on-site destruction.</p>	<p>Department: 1 year Total 5 years Final: Destroy</p> <p><i>Psychological Assessment <u>with</u> ODSP review date are subject to review prior to destruction</i></p>



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

Series #	Series Title and Description	Retention and Disposition
<p>SSS10-02</p>	<p>CLIENT FILES – OW WITH OVERPAYMENTS</p> <p>Any client files that have an overpayment at the time of archiving are sent to off-site storage under this series. As per Directive 11.1 of the Delivery Standards of the Ontario Works Act, overpayment files must be kept indefinitely or until the overpayment is paid. For information related to Housing Security Funds see series SSS30-03</p> <p><u>Note</u>: Psychological Assessment for client with Overpayments are kept permanently.</p>	<p>Department: 1 year Total Permanent Final: Permanent</p>
<p>SSS10-03</p>	<p>CLIENT FILES – FAMILY SUPPORT WORKER FILE</p> <p>To document activity for clients in the OW program who have an obligation under a family responsibility agreement. Information includes declaration of support, paternity and separation agreements as they affect clients receiving and paying under the Family Responsibility Office. Files include personal/ confidential and health information as well as information about the payers their name, address, phone number, social insurance number, birth date and health number.</p> <p>This service ended October 31, 2019. (As of 2030 when final documents complete retention, this schedule will be removed)</p>	<p>Department: 5 years Total 10 years Final: Destroy</p>
<p>SSS10-04</p>	<p>CLIENT FILES – CULLING RECORDS</p> <p>To provide a record of documents being culled from active clients in the Ontario Works Program. As per the delivery standards, on-going segregation of documents that can be destroyed prior to file destruction are pulled for shredding. Any documents superseded in the active file older than 5 years can be culled apart from those related to an overpayment, where there is an active fraud investigation or there is an outstanding family support issue.</p>	<p>Department: 1 year Total 1 year Final: Destroy</p>



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

Series #	Series Title and Description	Retention and Disposition
SSS10-05	<p>ONTARIO WORKS UNFOUNDED FRAUD</p> <p>To provide a record of documents related to unfounded fraud investigations for the Ontario Works Program. As per directive 9.7 if an allegation of fraud is unfounded or unsupported records are to be deleted one year from the date that the assessment or investigation was completed (including documentation from police, crown and trial activities where applicable.) This series applies only to records for eligibility complaints that are unsupported and where no subsequent action on the case is taken.</p>	<p>Department: 1 year Total 1 year Final: Destroy</p>
SSS10-06	<p>CLIENT FILES – OW SCANNED DOCUMENTS</p> <p>Scanned documents which have been electronically uploaded and filed within the Social Assistance Management System (SAMS). All paper versions once scanned are considered copies and destroyed after the completion of the quality assurance process, which occurs during the 90-day hold period.</p>	<p>Department: 90 Days Total 90 Days Final: Destroy</p>
SSS10-07	<p>CROWN BRIEFS</p> <p>Crown briefs are records for the purpose of exchanging information and legal advice related to investigation and prosecution of cases of suspected social assistance fraud. Review and investigation of fraud was identified within the Ontario Works Value for Money audit from the Office of the Auditor General of Ontario. Protocols and procedures are in place with the local Crown Attorney’s Office and local police services regarding collection of information; referring a case to the police; initial preparation and vetting of the Eligibility Review Officer’s file with the police; securing documentation, storage, and disposition of evidence; and/or preparation of the Crown briefs.</p>	<p>Department: 10 years Total 10 years Final: Destroy</p>



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

Series #	Series Title and Description	Retention and Disposition
SSS20	<p>CHILD CARE & EARLY YEARS PROGRAMS</p> <p>To provide a record of Child Care Programs, EarlyON centres and services offered through TBDSSAB. Contains general documentation relative to the program from a department perspective i.e., child care planning fee subsidy, early learning. Also includes project, compliance reviews and Child Care Registry information.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
SSS20-01	<p>CHILD FILES – CHILD CARE</p> <p>To document eligibility of clients for child care fee subsidy and special needs services. Information collected contains personal / confidential information for the client and their immediate family members as well as address, phone number, social insurance number and birth date. May contain health information. Includes cancelled special needs child care referrals and cancelled or expired social child care referrals.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
SSS20-02	<p>SPECIAL NEEDS</p> <p>To provide a record of services to children with special needs. This series includes files pertaining to the provision of services. Information collected contains personal / confidential information for the client and their immediate family members as well as address, phone number, social insurance number and birth date. May contain and health information.</p> <p>As of August 1, 2015, services contracted to Children’s Centre Thunder Bay. (As of 2023 when final documents complete retention, this schedule will be deleted.)</p>	<p>Department: 1-year Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS20-03</p>	<p>QUALITY ASSURANCE</p> <p>To document compliance with legislation and performance of the Child Care Centres with the Quality Assurance monitoring program. Documents contain information relative to operating a quality assurance program to ensure compliance with Ministry guidelines and uphold a high standard of care for children and their families at child care centres holding agreements with TBDSSAB. Information collected may include information on clients and their immediate families. Includes Provider Insurance and Licences. EarlyON programs, although not under a formal Quality Assurance program, are monitored through support of the TBDSSAB Child Care staff.</p> <p>This program ended December 31, 2019. (As of 2027 when final documents complete retention, this schedule will be deleted)</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
<p>SSS20-04</p>	<p>PEDAGOGICAL MODEL</p> <p>Records related to the TBDSSAB team of Pedagogists supporting Child Care and EarlyON centres, to ensure alignment with How Does Learning Happen?, The Child Care and Early Years Act, and the College of Early Childhood Educators Code of Ethics and Standards of Practice. Documentation contains information relative to operating under the Pedagogical Model to ensure compliance with Ministry guidelines and uphold a high standard of care for children and their families at child care and EarlyON centres holding agreements with TBDSSAB. Information collected will include facilitation records, scheduled and unscheduled visit records and may include information on clients and their immediate families.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSS20-05	<p>CLIENT FILES – CC SCANNED DOCUMENTS</p> <p>Scanned documents which have been electronically uploaded and filed within the Ontario Child Care Management System (OCCMS). All paper versions once scanned are considered copies and destroyed after the completion of the quality assurance process, which occurs during the 90-day hold period.</p>	<p>Department: 90 days Total 90 Days Final: Destroy</p>
SSS30	<p>HOUSING PROGRAM</p> <p>To provide a record of Social Housing Programs and services offered through TBDSSAB. This series contains general documentation relative to the various Housing Programs (both social and affordable) from a department perspective. Documents include Ministry updates, program guidelines, program up take plans, housing strategy, housing and homelessness plan, local rules, minutes from housing provider meetings, compliance reviews and general correspondence as well as information regarding the rent supplement program.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
SSS30-01	<p>CLIENT FILES – HOUSING PROGRAMS</p> <p>To provide a record of activities related to applicants applying for housing programs and services (including waitlists). To document eligibility for housing and services such as Rent-Geared-To-Income Assistance, special needs housing, AHP / IAH Northern Home Repair / Ontario renovates, AHP/IAH – Home Ownership component, provincial rent bank and emergency energy fund. Information collected contains personal/confidential, financial and health information for clients and their immediate family members. Those applicants that are offered and accept Rent-Geared-To-Income Assistance, Special Priority Program (SPP or Exceptional) or Special Needs housing through TBDSSAB will have their information transferred to a tenant file SSS40-01 with the exception of the SPP application itself which will remain under SSS30-01.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS30-01 A</p>	<p>CLIENT FILES – HOUSING PROGRAMS CANCELLED / INELIGIBLE (REGULAR, SPECIAL NEEDS AND EXCEPTIONAL)</p> <p>Related to ineligible and cancelled applications, income and expense documentation, acknowledgements, cancellations and transfer requests, correspondence to and from applicants including notifications of family composition and correspondence with other government agencies, housing providers' institutions or professional community agencies. Includes RGI, Market Rent and Jasper. Contains personal information including contact name, citizenship, SIN, income/assets, income tax and employment history, birth certificates, custody agreements and medical data.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
<p>SSS30-01 D</p>	<p>NORTHERN HOME REPAIR (NHRP) HOMEOWNERS</p> <p>Records, applications, forms and documentation relative to homeowners applying for funding under this program to do repairs, including accessibility, address health and safety issues, and energy efficiency in the form of an interest-free forgivable loan. Files remain active during the forgivable loan period of 20 years. Once the home is sold or the homeowner is deceased and all avenues for financial restitution have been exhausted, the file is considered closed.</p> <p>Consists of documents relative to homeowners improving their single-family homes that require essential repairs and/or modifications to increase accessibility.</p> <p>This program ended December 31, 2012.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS30-01 E</p>	<p>ONTARIO RENOVATES (OR) HOMEOWNERS</p> <p>Records, applications, forms and documentation relative to homeowners applying for funding under this program to do repairs, including accessibility, address health and safety issues, and energy efficiency in the form of an interest-free forgivable loan. Files remain active during the forgivable loan period of 10 years. Once the home is sold or the homeowner is deceased and all avenues for financial restitution have been exhausted, the file is considered closed.</p> <p>Consists of documents relative to homeowners improving their single-family homes that require essential repairs and/or modifications to increase accessibility.</p> <p>(As of August 1, 2020, electronic files)</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
<p>SSS30-01 F</p>	<p>HOMEOWNERSHIP HABITAT</p> <p>This series includes application forms and supporting documentation related to eligibility accessing the partnership program with Habitat for Humanity. Files remain active during the forgivable loan period of 15 years. Once the home is sold or the homeowner is deceased and all avenues for financial restitution have been exhausted, the file is considered closed.</p> <p>Contains personal information including name, address, citizenship, SIN, income/assets, income tax and employment history and birth certificates, mortgage documentation.</p> <p>This program ended December 31, 2012</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS30-01 G</p>	<p>PROVINCIAL RENT BANK</p> <p>This series includes application forms, supporting verification information / documentation and correspondence related to eligibility.</p> <p>Contains personal information including contact name, citizenship, SIN, income/assets, income tax and employment history, birth certificates and utility information/verification.</p> <p>This program ended March 31, 2013</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>
<p>SSS30-01 H</p>	<p>EMERGENCY ENERGY FUND</p> <p>This series includes application forms, supporting verification information / documentation and correspondence related to eligibility.</p> <p>Contains personal information including contact name, citizenship, SIN, income/assets, income tax and employment history, birth certificates and utility information/verification.</p> <p>This program ended March 31, 2013</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>
<p>SSS30-02</p>	<p>HOUSING PROVIDERS</p> <p>To document information related to the non-profit housing providers relative to the housing programs that they are administered under. This series includes deficit reduction plans, action plans, operational reviews, physical inspection reports target and unit activity reports, conflict of interest business cases issues management, TBDSSAB instructions and updates, provincial reporting and correspondence related to housing operations.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS30-03</p>	<p>COMMUNITY HOMELESSNESS PREVENTION INITIATIVE PROGRAM (CHPI)</p> <p>To provide a record of activities for CHPI. Includes information related to shelters as well as documents for applicants applying for Housing Security Funds that are funded through CHPI. Applicant records include clients in receipt of the Ontario Disability Support Program and Ontario Works, as well as non-social assistance recipients.</p> <p><u>Note</u>: The 7-year retention period will not begin until the end of the CHPI program is determined. For Agreements see SSL30 Contracts and Agreements which are permanent.</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
<p>SSS30-04</p>	<p>REACHING HOME INITIATIVE</p> <p>To provide a record of activities for Reaching Home Initiative. This program is funded by the Government of Canada to support projects aimed at reducing homelessness and preventing individuals and families of imminent risk of becoming homeless.</p> <p><u>Note</u>: The program is time limited ending March 31, 2022.</p>	<p>Department: 1 year Total 6 years Final: Destroy</p>
<p><u>SSS30-05</u></p>	<p><u>HOMELESSNESS PREVENTION PROGRAM (HPP)</u></p> <p><u>HPP is the combination of the former Home for Good, Community Homelessness Prevention Initiative and Strong Communities Rent Supplement Program.</u></p> <p><u>To provide a record of activities for HPP. Includes information related to emergency shelters, outreach activities, support services as well as documents for applicants applying for Housing Security Funds that are funded through HPP, Applicant records include clients in receipt of the Ontario Disability Support Program and Ontario Works, as well as non-social assistance recipients. Also includes information pertaining to long term supportive and transitional housing capital projects funded by HPP.</u></p>	<p><u>Department</u> <u>2 years</u> <u>Total</u> <u>7 years after the end of the respective affordability periods</u></p>



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Series #	Series Title and Description	Retention and Disposition
	<p><u>Note</u>: The 7 year retention period will not begin until the end of the HPP affordability period. For Agreements see SSL30 Contracts & Agreements which are permanent.</p>	
SSS40	<p>HOUSING PROGRAMS – PROPERTY MANAGEMENT</p> <p>To provide a record of the Property Management Programs and services of TBDSSAB. This series contains documentation relative to the tenants and tenant programs including service plans, projects and compliance reviews and tenant support programs and tenant placement.</p>	<p>Department: 2 years Total 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSS40-01</p>	<p>CLIENT FILES – TENANT</p> <p>To provide a record of activity for clients in the Property Management, Rent Supplement and Investment in Affordable Housing programs.</p> <p>To document eligibility of clients for subsidized housing. Information collected contains personal/confidential and health information on clients and their immediate family members and/or roommates.</p> <p>As of October 1, 2019 electronic files</p>	<p>Department: 1 year Total 5 years Final: Destroy</p>
<p>SSS40-02</p>	<p>CLIENT FILES – TENANT WITH ARREAS</p> <p>To provide a record of activity for clients in the Property Management, Rent Supplement and Investment in Affordable Housing programs with Arrears.</p> <p>To document eligibility of clients for subsidized housing. Information collected contains personal/confidential and health information on clients and their immediate family members and/or roommates as well as balance owing.</p> <p>As of October 1, 2019, electronic files</p>	<p>Department: 1 year Total 7 years Final: Destroy</p>
<p>SSS40-03</p>	<p>CLIENT FILES – CULLING ELECTRONIC TENANT RECORDS</p> <p>To provide a record of electronic documents culled from tenant files in database (Yardi). As per Act to allow for on-going maintenance of documents that can be segregated and destroyed prior to the filesfile's destruction. Any documents pertaining to a unit which the tenant has been moved out of more than 7 years ago, can be culled. Culling has been set for 7 years to accommodate tenant files with arrears.</p>	<p>Department: 1 year Total 1 year Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSS40-04	<p>CLIENT FILES – HP SCANNED DOCUMENTS</p> <p>Scanned documents which have been electronically uploaded and filed within Yardi (Property Management System). All paper versions once scanned are considered copies and destroyed after the completion of the quality assurance process, which occurs during the 90-day hold period.</p>	<p>Department: 90 days Total 90 Days Final: Destroy</p>



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POLICIES, PROCEDURES & DIRECTIVES

SSP10	Policies
SSP20	Procedures
SSP30	Job Aids & Guides
SSP40	Position Manuals
SSP50	Directives



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Series #	Series Title and Description	Retention and Disposition
SSP10	<p>POLICIES</p> <p>To document TBDSSAB policies and their development.</p> <p>This series includes approval policies, background information, research materials, drafts, correspondence, and authorizations regarding development of and final policies.</p>	<p>Department: 3 years</p> <p>Total 3 years</p> <p>Final: Destroy <u>only</u> <i>After superseded</i></p>
SSP20	<p>PROCEDURES</p> <p>To document TBDSSAB procedures and their development.</p> <p>This series includes approval procedures, background information, research materials, drafts, correspondence, and authorizations regarding development of and final procedure documents.</p>	<p>Department: 3 years</p> <p>Total 3 years</p> <p>Final: Destroy <u>only</u> <i>After superseded</i></p>
SSP30	<p>JOB AIDS & GUIDES</p> <p>To document TBDSSAB Job Aids, Guides and their development.</p> <p>This series includes background information, research materials, drafts, correspondence, and authorizations regarding development of and final job aids and guides.</p>	<p>Department: 3 years</p> <p>Total 3 years</p> <p>Final: Destroy <u>only</u> <i>After superseded</i></p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSP40</p>	<p>POSITION MANUALS</p> <p>To maintain copies of detailed position manuals.</p> <p>This series includes step-by-step guides for positions within the organization.</p>	<p>Department: 1 year</p> <p>Total 1 year</p> <p>Final: Destroy <i>After superseded</i></p>
<p>SSP50</p>	<p>DIRECTIVES</p> <p>To collect and maintain copies of and links to current Ministry Directives.</p> <p>This series includes background information, correspondence, and current directives pertaining to social services programs and links to government web sites.</p>	<p>Department: 1 year</p> <p>Total 1 year</p> <p>Final: Destroy <i>After superseded</i></p>



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

FINANCIAL MANAGEMENT

SSF10	Budgets and Allocations
SSF20	Accounts Receivable
SSF30	Accounts Payable
SSF40	Payroll
SSF50	Banking and Insurance
SSF60	Year End
SSF70	External Financial Reporting
SSF80	Purchasing
SSF90	Reserve Funds
SSF100	Program Funds (Governmental Grants)
SSF110	Levy
SSF120	Long Term Debt
SSF130	Internal Financial Reporting
SSF140	Fleet Management



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Series #	Series Title and Description	Retention and Disposition
<p>SSF10</p>	<p>BUDGETS AND ALLOCATIONS</p> <p>Records created and used during the process of preparing budgets and allocations for the program area for a fiscal year including final budgets and all directly related working papers and backup documentation.</p> <p>Records used to forecast planned budget expenditures and anticipated revenue streams over the course of the fiscal year.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy</p> <p><i>Note: If program is being audited, retention begins after audit is completed</i></p>
<p>SSF20</p>	<p>ACCOUNTS RECEIVABLE</p> <p>Records relating to receivable accounts, including: Written receipts, bank deposit slips, cash receipts reports/ledger sheets, cheque-matching documents, and returned cheques. Includes records used in processing returned (NSF) cheques.</p> <p>Records of financial transfers between TBDSSAB and various provincial and federal ministries.</p> <p>Internal or external invoices provided for services i.e., FOI.</p> <p>Reporting: Reports and ledgers such as ageing reports, cash receipt journals, billing registers, cash reconciliations, and any other monthly/annual reporting of receivables, Form 5 information and claims files.</p> <p>Revenues: Records of a general nature relating to the generation of revenues received by TBDSSAB resulting from the sale of goods or services such as from advertising space & rental for cell towers.</p> <p>Completed journal forms, input forms, and all background documentation used to substantiate journal entries. Also includes other completed forms, input forms, and all background documentation used to substantiate journal entries.</p>	<p>Department: 1 year</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSF30</p>	<p>ACCOUNTS PAYABLE</p> <p>Records relating to accounts payable, including:</p> <p>Petty cash statements, requests and approvals for travel, advances and expense claim forms (i.e., cell phone) and records relating to the request, approval, and issue of supplies such as stationery, forms, and parts. Completed journal forms, input forms, and background documentation used to substantiate journal entries.</p> <p>Records relating to dental authorizations and hotel billings.</p> <p>Records relating to payable accounts that the TBDSSAB owes for goods or services received, including original invoices, correspondence, billings, packing slips, copies of financial transactions and other supporting documentation.</p> <p>Copies of purchase orders, including blanket purchase orders, related correspondence, and backup documentation.</p> <p>Records relating to employee credit cards, such as original applications, signed acknowledgement forms, change of address records, name changes, lists of cardholders, and lists of cancelled cards, credit card logs, approved individual monthly statements, invoices, parking slips, and supporting documentation.</p> <p>Reporting: Computer reports and ledgers, including cheque registers, reports, and other monthly/annual summaries of payables.</p> <p>Authority for Payment: Advice forms and original signed requisitions for payment.</p>	<p>Department:</p> <p>1 year</p> <p>Total:</p> <p>7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSF40</p>	<p>PAYROLL</p> <p>Financial/accounting records relating to employee salaries/wages and benefits, including:</p> <p>Reports relating to bi-weekly payroll and monthly reimbursements to employees.</p>	<p>Department: 1 year</p> <p>Total: 7 years</p> <p>Final: Destroy</p>
<p>SSF50</p>	<p>BANKING AND INSURANCE</p> <p>Records relating to banks and banking, including bank statements. Also includes records relating to the establishment and maintenance of bank accounts, correspondence regarding bank accounts and month-end reports.</p> <p>Financial control through reconciliation, including bank reconciliations, credit card reconciliations, and reconciliations relating to payroll, and benefits, etc. Contains list of outstanding cheques and returned fund reports, monthly cheque registers, cancelled cheques and records of stop payments.</p> <p>Insurance information such as policies, renewal notices and coverage as well as correspondence pertaining to insurance.</p> <p><u>Note</u>: For insurance claims information see SSA30. Physical cheques are deposited electronically and retained until bank statements are reconciled. The statement forms the official record and physical cheques are shredded on-site.</p>	<p>Department: 1 year</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSF60	<p>YEAR END</p> <p>Contains audit program documentation, working papers, year-end reconciliations, including balance sheets, income statement, financial statements, correspondence, and copies of final audit reports as well as any follow-up documentation, reports, responses, and related records.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy</p>
SSF70	<p>EXTERNAL FINANCIAL REPORTING</p> <p>To document financial analysis, reconciliations, compliance reviews, investments, Ministry reports, and work in progress Board reports for the TBDSSAB funds.</p> <p>This series includes financial spreadsheets, mortgage & loans and investment documentation used in financial analysis, reconciliations and Ministry Reports.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy</p>
SSF80	<p>PURCHASING</p> <p>Records relating to the tendering process, including Requests for Proposal (RFPs), Requests for Quotations (FRQs), Requests for Information (RFIs), vendors' responses, proposals, tender submissions, tender specifications, advertisements, working papers, waivers, evaluation criteria, summaries, a signed copy of the legal agreement or contract, and post-delivery evaluations of vendor performance.</p> <p>May also include debriefing documentation and records dealing with unsuccessful bids, price comparisons, technical reports, product comparisons, service requests, approvals, vendor of record agreements, standing agreements and single source agreements.</p> <p>As of March, 2018 all records are electronic on <i>bids&tenders</i> section of TBDSSAB website.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSF90	RESERVE FUNDS Records relating to the establishment and operation of reserve funds for contingencies, future capital projects, and program delivery.	Department: 2 years Total: 7 years Final: Destroy
SSF100	PROGRAM FUNDS Records relating to grants received through Provincial and Federal Agreements for program service delivery. Includes records relating to financial administration of the disbursement of grants given to outside organizations, agencies and individuals.	Department: 2 years Total: 7 years Final: Destroy
SSF110	LEVY Records related to the management of the Levy. Includes financial information and invoices as well as documentation and correspondence related to the Levy.	Department: 2 years Total: 7 years Final: Destroy
SSF120	LONG TERM DEBT Records include financial information, documentation and correspondence related to the long-term debt for TBDSSAB. For mortgages, the retention applies once the file is closed.	Department: 2 years Total: 7 years Final: Destroy



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Series #	Series Title and Description	Retention and Disposition
SSF130	INTERNAL FINANCIAL REPORTS Records relating to grants received through Provincial and Federal Agreements for program service delivery. Includes records relating to financial administration of the disbursement of grants given to outside organizations, agencies and individuals.	Department: 2 years Total: 7 years Final: Destroy
SSF140	FLEET MANAGEMENT Records related to purchase and maintenance as well as cost analysis of vehicles owned or leased by TBDSSAB.	Department: 2 years Total: 7 years Final: Destroy



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HUMAN REOURCES MANAGEMENT

SSH10	Personnel Files (Individual Employee Files)
SSH10-01	Personnel Files (with Occupation Exposure Reports)
SSH15	Attendance
SSH20	Organizational Design
SSH25	General
SSH30	Recruitment and Selection
SSH35	Disability
SSH40	Compensation and Benefits
SSH45	Accessibility (AODA)
SSH50	Training and Development
SSH60	Labour Relation
SSH70	Employee Relations
SSH80	Health and Safety
SSH80-01	Safety data sheets (SDS)
SSH80-02	Joint health and safety committee
SSH80-03	Pandemic Screens Staff, Visitor/Vendor & Clients
SSH90	Leadership Team
SSH100	Public Human Resource (HR) Records



**THE DISTRICT OF THUNDER BAY
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Series #	Series Title and Description	Retention and Disposition
SSH10	<p>PERSONNEL FILES</p> <p>Information collected includes employee name, address, phone number, SIN, marital status, date of birth, salary, benefits, deductions correspondence memorandum, probationary reports, records documenting the work history of classified, unclassified, and student employees. Records may include employee application and group insurance enrolment forms, authorities for appointment, oaths, and affirmations, letters of appointment, health information, return to work or employment accommodation plans, attendance support documentation, disciplinary letters, pension benefit information, accident information, job security information, employment transition information, and return to work documents.</p> <p>Also, may include performance appraisals, medical records, designated substances control program records, personal protective equipment records, photographs, police background checks, exit records, authorizations for educational assistance, authorization for payroll deductions, records related to employee leaves and absenteeism due to vacation, illness, or special leave, records and any other appropriate documentation.</p> <p>Note: In some cases, disciplinary letters must be pulled from the file 3 years from the date the discipline took place provided that the employee’s personnel file has been clear of discipline for the preceding three years.</p> <p>Note: A suitable process exists to restrict access to individual employee health information, attendance support information, return to work plans, and employment accommodation plans (for example, by storing this information separately within files in sealed envelopes).</p>	<p>Department: 2 years Total: 10 years Final: Destroy <i>After termination of employment</i></p>



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Series #	Series Title and Description	Retention and Disposition
SSH10-01	<p>PERSONNEL FILES with Occupational Exposure Reports</p> <p>See description for SSH10. The only difference being the presence of a physician report on chemical exposure being included in the personnel file which warrants the longer retention per legislation.</p>	<p>Department: 2 years</p> <p>Total: 40 years</p> <p>Final: Destroy <i>after termination of employment</i></p>
SSH15	<p>ATTENDANCE</p> <p>To maintain information related to attendance. Information collected includes time sheets, hours worked, error or exception reporting, biweekly pay details, overtime reports and lieu and absence reports. Records relating to employee leaves, absenteeism, and vacation. Records may include reports and general program information.</p> <p>Records relating to methodologies, procedures, and agreements used in scheduling hours of work, including guidelines for flexible hours, job sharing, and early closing and overtime, as well as call-back agreements, and supporting documentation.</p>	<p>Department: 1 year</p> <p>Total: 2 years</p> <p>Final: Destroy</p>
SSH20	<p>ORGANIZATIONAL DESIGN</p> <p>To provide a record of the staffing structure of TBDSSAB. This series includes records relating to the creation and documentation of job positions and job classifications as well as organizational charts and staff complement reports.</p> <p>Documents include: new job classifications, rejected classification requests, and the reclassification of existing positions, as well as job position descriptions and records relating to individual classification review procedures and appeals.</p> <p>Records relating to the establishment of individual positions, related human resources requirements, and position allocations. May also include rejected requests for the establishment of positions.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy <i>Subject to Review</i></p>



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Series #	Series Title and Description	Retention and Disposition
SSH25	<p>GENERAL</p> <p>To provide a record of documentation with respect to general HR items such as memos, reports and working papers. This series does not include employee specific records.</p>	<p>Department: 1 year Total: 3 years Final: Destroy</p>
SSH30	<p>RECRUITMENT AND SELECTION</p> <p>Records relating to recruitment and selection. This series consists of requisite approvals to begin competitions, position descriptions, selection criteria, area of search documentation, internal and external job postings/advertisement, documentation, lists of candidates, interview schedules, and lists of selection committee members. Also includes interview formats and questions, rating and ranking materials, candidates' written consent to check references, reference check information, applications for employment, interview reports, and correspondence with applicants, including offer or rejection letters where applicable.</p> <p>Excludes: unsolicited applications; these are not accepted.</p>	<p>Department: <u>31 years</u> Total: <u>43 years</u> Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSH35	<p>DISABILITY (WSIB)</p> <p>Records relating to individual claims made to the WSIB by TBDSSAB employees These include Form 7, attending physician reports, benefits history documentation, current injury/accident details, accident investigation reports, WSIB reports, and other health information, correspondence, return to work plans/certifications, employment accommodation plans, and WSIB appeals.</p> <p>Note: Employee specific incident and accident reports, logs and other related records are moved to the employee file once WSIB process is completed. See SSH10.</p>	<p>Department: 2 years Total: 10 years Final: Destroy</p>
SSH40	<p>COMPENSATION & BENEFITS</p> <p>To provide information relative to compensation and benefits within the organization. This series consists of compensation and benefit reports, job evaluations, vacation, sick leave, salary administration and pay equity as well as salary increments, OMERS and general increases and collective bargaining increases as well as Record of employment correspondence.</p> <p>Records detailing individual employees' deductions as well as working copies of rules and regulations used to calculate the various deductions from employee pay including deductions for the Canada Pension Plan, unemployment insurance, and income tax, as well as non-statutory deductions such as those for group insurance.</p>	<p>Department: 2 years Total: 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSH45	<p>ACCESSIBILITY – AODA</p> <p>To provide information and record action relative to the Accessibility for Ontarians with Disability act. Includes correspondence and reporting required to meet the standards. Includes communication and public space design for employees and clients.</p>	<p>Department: 2 years Total: 7 years Final: Destroy</p>
SSH50	<p>TRAINING AND DEVELOPMENT</p> <p>Records relating to TBDSSAB staff training and development, including the planning and funding of training. This series will contain test results, court evaluations, external training authorization, succession planning, tuition reimbursement, training resource material and staff orientation package.</p> <p>Records relating to the planning and scheduling of training and development courses and workshops for employees and volunteer staff. Records include attendance records, records relating to course content, course evaluations, and related reports and comments.</p>	<p>Department: 2 years Total: 5 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSH60	<p>LABOUR RELATIONS</p> <p>Records relating to the administration of grievances, appeals arbitration, and adjudications within TBDSSAB. Records may originate from any of the various steps within the grievance and arbitration process from the filing of the grievances through to the issuance of arbitration awards. Records include correspondence, copies of grievances, legal documentation, notes, decisions, and settlement documents.</p> <p>Records pertaining to union-related matters may include general correspondence, union-related policies, minutes and agenda for ad hoc union/management meetings, current seniority lists, and union time off lists.</p> <p>Records relating to collective agreements and interpretations pertaining to employees, including copies of signed collective agreements, union and management proposals, correspondence, survey data, documentation regarding collective bargaining agreed upon items, and notes. Also includes interpretations and letters of understanding. Also includes non-union agreement interpretations, and guidelines and policies relating to non-bargaining unit employees.</p>	<p>Department: 2 years Total: 10 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSH70	<p>EMPLOYEE RELATIONS</p> <p>Records relating to official complaints by staff, including background material and histories, union correspondence, legal correspondence, and investigation reports including human rights and harassment complaints.</p> <p>Records documenting the employment transition process for individual employees under notice of layoff. Records include employment transition letters, options sheets, offer/assignment letters, employee displacement documentation, direct assignment information, information on temporary or permanent assignments, notes, and exit documentation.</p> <p>Documentation with respect to terminations, staff surveys and human rights.</p>	<p>Department: 2 years</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSH80	<p>HEALTH & SAFETY AND WELLNESS</p> <p>Documentation relating to the Employee Assistance Program (EAP) LifeWorks. Documentation pertaining to first aid services, fire evacuation plans, inspections and audit records, safety bulletins and technical documents used for research.</p> <p>Ministry of Labour orders and supporting documentation issued under the Occupational Health and Safety Act, which relate to TBDSSAB employees.</p> <p>Workplace inspection forms.</p> <p>Also records pertaining to personal protective equipment, emergency response and pandemic planning and minutes and agendas for the Wellness Committee as well as information and event planning for Wellness Program initiatives.</p> <p>Records relating to health and safety training for staff including first aid training, certification training, Workplace Hazardous Materials Information System (WHMIS) training, training relating to transportation of dangerous goods, and courses on managing health and safety. Records include attendance records, records relating to course content, evaluation reports and comments.</p>	<p>Department: 2 years Total: 6 years Final: Destroy</p>
SSH80-01	<p>SAFETY DATA SHEETS (SDS)</p> <p>Safety Data Sheets (SDS). Paper copies only. SDS expire every five years or sooner if there has been a significant change. The retention period applies after the SDS has expired.</p> <p>Links are provided to on-line SDS sheets and therefore there is no need to keep electronic version.</p>	<p>Department: 2 years Total: 2 years Final: Destroy <i>After superseded</i></p>



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Series #	Series Title and Description	Retention and Disposition
SSH80-02	<p>JOINT HEALTH AND SAFETY COMMITTEE</p> <p>Minutes and agendas for the Joint Health and Safety Committee</p>	<p>Department: 2 years</p> <p>Total: 15 years</p> <p>Final: Destroy</p>
SSH80-03	<p>PANDEMIC SCREENS STAFF VISITORS/VENDORS AND CLIENTS</p> <p>Records relating to pandemic screening of staff, visitors/vendors and clients for the purpose of meeting the requirements set out in provincial regulations. This schedule will remain in effect until such time as the Province updates or withdraws the requirements of this legislation.</p> <p><u>This series is time limited ending 2022</u></p>	<p>Department: 180 days</p> <p>Total: 180 days</p> <p>Final: Destroy</p>
SSH90	<p>LEADERSHIP TEAM</p> <p>To provide a series to contain documents relative to the curriculum for internal training programs delivered by program supervisors, daily activity reports (completed by staff for visits outside the office), instructions for management regarding STD and LTD as well as incident reports.</p>	<p>Department: 2 years</p> <p>Total: 2 years</p> <p>Final: Destroy</p> <p><i>After superseded</i></p>
SSH100	<p>PUBLIC HR RECORDS</p> <p>To provide open access for all staff to human resource reference documents. Originals remain in appropriate schedules above based on HR subject. Only PDF copies would be accessible to staff to reference.</p>	<p>Department: 2 years</p> <p>Total: 2 years</p> <p>Final: Destroy</p> <p><i>After superseded</i></p>



**THE DISTRICT OF THUNDER BAY
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COMMUNICATIONS

SSC10	Publications
SSC20	Correspondence
SSC30	Media
SSC40	Events
SSC50	Reference Library
SSC60	Archives
SSC70	Public Communications



**THE DISTRICT OF THUNDER BAY
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Series #	Series Title and Description	Retention and Disposition
SSC10	<p>PUBLICATIONS</p> <p>To record development, design, and editing of pamphlets, articles, and other publications, as well as printing, layout, graphic design, and distribution of these published materials. Also contains documentation relative to marketing, advertising, and visual identity.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>
SSC20	<p>CORRESPONDENCE</p> <p>To provide a record of the complaints and commendations as well as inquiries received by TBDSSAB.</p> <p>Records relating to public inquiries, complaints and commendations or responses related to operational and program activities, which have required complex or detailed responses.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>
SSC30	<p>MEDIA</p> <p>To provide a record of the media related to the operations of TBDSSAB. This series contains all documentation relative to major issue management, internal communications, audio-visual files, news clippings and new releases, weekly media scans as well as advertisements to the public.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>
SSC40	<p>EVENTS</p> <p>To provide a record of the special events related to the operations of TBDSSAB. This series contains all documentation relative to major events held by the board, ceremony and speeches and presentation information.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSC50</p>	<p>REFERENCE LIBRARY</p> <p>To provide a record of the reference material used in operations as well as provide e-links to legislation and externally referenced sites i.e. sites with up to date statistics. The documentation relative to reference material for research and policy development that pertain to TBDSSAB is also under this series.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>
<p>SSC60</p>	<p>ARCHIVES</p> <p>To provide a series for electronically archived materials. This series contains superseded directives, policies, legislation and statistics of TBDSSAB.</p>	<p>Department: 1 year Total: 10 years Final: Destroy</p>
<p>SSC70</p>	<p>PUBLIC COMMUNICATIONS</p> <p>This series contains internal communications, newsletters, schedules for staff (vacations/floaters) phone scripts, lobby signs and presentation and information received from external sources (i.e. bus schedules), logo's, graphics and photos as well as minutes for full staff and caseworkers' meetings.</p>	<p>Department: 1 year Total: 5 years Final: Destroy</p>



**THE DISTRICT OF THUNDER BAY
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ASSET MANAGEMENT

SSA10	Facilities Management – Operations
SSA10-01A	Construction Projects
SSA10-01B	Blueprints and Architectural Drawings
SSA10-02A	Fire / Property Safety Plans
SSA10-02B	Fire / Property Safety Inspections
SSA11	Facilities Management – Capital
SSA12	Disposition of Property
SSA20	Moveable Asset Inventory
SSA30	Insurance Claims
SSA30-01	Current Insurance Claims
SSA30-02	Closed Insurance Claims
SSA40	Security – Physical Assets
SSA40-01	Security – Operation Reports
SSA40-02	Video Surveillance



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Series #	Series Title and Description	Retention and Disposition
<p>SSA10</p>	<p>FACILITIES MANAGEMENT - OPERATIONS</p> <p>Records relating to the operation and maintenance of buildings, facilities, structures including janitorial and cleaning services, after hours reports, general maintenance reports, grounds maintenance, and activities pertaining to mechanical systems and security equipment/ camera placement.</p> <p>As of March 22, 2019, maintenance requests all electronic</p> <p>Records relating to waste management program: recycling, garbage pick-up, and waste reduction programs.</p> <p><u>Note</u>: For fire prevention, plans and related inspections see SSA10-2A&B, SSA11.</p>	<p>Department: 2 years</p> <p>Total: 10 years</p> <p>Final: Destroy</p>
<p>SSA10-01A</p>	<p>CONSTRUCTION – PROJECT FILES</p> <p>Records relating to the planning, design and construction of individual buildings, facilities, and structures. Also included are records dealing with major alternations, renovations or additions to existing buildings and structures as well as demolitions of buildings or structures. Records include planning and design documentation and implementation documents.</p>	<p>Department: 10 years</p> <p>Total: Permanent</p> <p>Final: Permanent</p> <p><i>Subject to Review</i></p>
<p>SSA10-01B</p>	<p>BLUEPRINT & ARCHITECTURAL DRAWINGS</p> <p>Contains blueprints, architectural drawings, building plans and permits including appraisal reports, correspondence, surveys, and reports. May also contain copies of original legal documents such as deeds.</p> <p>These drawings will become superseded/obsolete after the building has been sold or destroyed or otherwise disposed of.</p>	<p>Department: Permanent</p> <p>Total: Permanent</p> <p>Final: Permanent</p> <p><i>Subject to Review</i></p>



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Series #	Series Title and Description	Retention and Disposition
SSA10-02A	<p>FIRE / PROPERTY SAFETY PLANS</p> <p>Records relating to the Safety Plans for each building. Includes records for fire safety device locations, as well as emergency evacuations procedures and contact list for building owner and supervisory staff.</p>	<p>Department: Permanent</p> <p>Total: Permanent</p> <p>Final: Permanent</p>
SSA10-02B	<p>FIRE / PROPERTY SAFETY INSPECTIONS</p> <p>Records relating to the fire and property inspections and drill records as well as system inspections and certification of fire safety, maintenance and test records for fire suppression systems, as well as Fire Plan updates.</p> <p><u>Note</u>: Dry pipe sprinkler system inspections are under SSA11 due to 15-year inspection cycle.</p>	<p>Department: 2 years</p> <p>Total: 5 Years</p> <p>Final: Destroy</p>
SSA11	<p>FACILITIES MANAGEMENT – CAPITAL</p> <p>Records include utility systems maintenance: air conditioning, ventilation, heating, other environmental control systems, lighting and electrical systems, water and plumbing systems and dry pipe sprinkler inspections.</p> <p>Building Conditional Assessments (BCA's), Building Audits and related operational review items relative to the management of TBDSSAB properties. Includes BCA's for housing providers funded but not operated by TBDSSAB. BCA's include copies of correspondence and copies of work orders as well as technical reports i.e. energy audits.</p>	<p>Department: 10 years</p> <p>Total: 20 Years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SSA12	<p>DISPOSITION OF PROPERTIES</p> <p>Records relating to the disposal of TBDSSAB lands or buildings through sale. May include reports and recommendations to the Board, sale records, surveys, deeds and copies of financial documents.</p>	<p>Department: 10 years</p> <p>Total: Permanent</p> <p>Final: Permanent</p>
SSA20	<p>MOVEABLE ASSET INVENTORY</p> <p>Records relating to the control of moveable assets such as furniture and equipment through the various stages of receipt, storage, inventory and issuing. Records include inventory reports.</p> <p>Records relating to the transfer or disposal of moveable assets through sale, disposal, condemnation, destruction, and write-off. Records include sale authorization documents, surplus furniture and equipment lists, disposal vouchers, and tendering documents, including those related to the disposal of vehicles.</p> <p>Records relating to the use, maintenance, and repair of owned and leased vehicles such as cars, all-terrain vehicles, trucks and vans. Includes work orders, operating standards, inspection reports, storage regulations, and maintenance records as well as technical specifications, equipment catalogues, and vendor literature, which have been filed for ongoing program functions.</p>	<p>Department: 2 years</p> <p>Total: 5 years</p> <p>Final: Destroy</p>
SSA30	<p>INSURANCE CLAIMS</p> <p>To maintain a record of insurance claims against TBDSSAB for personal or property.</p> <p>The retention applies once the file is closed.</p> <p>Note: for coverage information, see SSF50.</p>	<p>Department: 2 years</p> <p>Total: 5 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<u>SSA30-01</u>	<u>CURRENT INSURANCE CLAIMS</u>	<u>Department</u> <u>Until file is closed</u> <u>FINAL Move to SSA30-02</u>
<u>SSA30-02</u>	<u>CLOSED INSURANCE CLAIMS</u>	<u>Department</u> <u>2 years</u> <u>Total 5 years</u> <u>FINAL: Destroy</u>



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Series #	Series Title and Description	Retention and Disposition
<p>SSA40</p>	<p>SECURITY – PHYSICAL ASSETS</p> <p>To maintain a record of security of assets.</p> <p>Records relating to the physical security of buildings and other areas requiring special protective measures, including alarm systems, key combinations, use of locks, and security personnel.</p> <p>Records relating to key logs, lists identify lock codes and matching keys.</p> <p>Note: Once the building is sold or otherwise disposed of the logs can be destroyed</p>	<p>Department: Permanent</p> <p>Total: Permanent</p> <p>Final: Permanent</p> <p><i>Destroy 2 years after building is sold or destroyed</i></p>
<p>SSA40-01</p>	<p>SECURITY – OPERATION REPORTS</p> <p>Administration of personnel security programs includes personnel clearances, passes, records relating to identification methods, documentation concerning badging, and other related records such as visitor/vendor sign in logs for the main office.</p>	<p>Department: 3 years</p> <p>Total: 3 years</p> <p>Final: Destroy</p>
<p>SSA40-02</p>	<p>SECURITY – VIDEO SURVEILLANCE</p> <p>To maintain surveillance video recordings of incidents within the main office, satellite offices and housing properties. Video surveillance is used as a measure to protect public safety, detect or deter and assist in the investigation of criminal activity. Its operation has been set up to minimize privacy intrusion by having an automatic overwrite when the disk is full. Only records used that are related to incidents of public safety are maintained under this series (forms include – video surveillance system requests for release of record, video surveillance system review log and video surveillance system disposal log & video system public notification signage template).</p>	<p>Department: 3 years</p> <p>Total: 3 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
	<u>Note:</u> Once video records have been turned over to Law Enforcement, they sign off and accept responsibility for the proper retention and disposal as appropriate for police evidence.	



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INFORMATION AND INFORMATION TECHNOLOGY MANAGEMENT

SSI10	Freedom of Information and Protection of Privacy (MFIPPA)
SSI20	IT/Systems Project Management
SSI30	Database Administration
SSI40	End-User Support
SSI50	Telecommunications
SSI60	Records Management
SSI70	Records Disposition
SSI80	Distribution
SSI90	Website
SSI100	Network Tape Management
SSI110	Systems and Network Administration
SSI120	Transitory Records



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Series #	Series Title and Description	Retention and Disposition
<p>SSI10</p>	<p>FREEDOM OF INFORMATION</p> <p>Records relating to requests for information, investigations, privacy complaints, and appeals under the <i>Municipal Freedom of Information and Protection of Privacy Act</i> (MFIPPA). Includes copies of information provided to requestors and related correspondence as well as requests from Citizenship and Immigration Canada sponsorship program to confirm if an individual was in receipt of Ontario Works.</p> <p>Also included are tracking system records, support information, studies, reports and correspondence.</p>	<p>Department: 1 year</p> <p>Total: 5-7 years</p> <p>Final: Destroy</p> <p><i>Destroy after appeal period and judicial review period have expired</i></p>
<p>SSI20</p>	<p>IT/SYSTEM PROJECT MANAGEMENT</p> <p>Records relating to information technology architecture and standards. Includes records documenting planning and strategies for information systems technology as well as research and evaluations relating to new technologies.</p> <p>Records relating to system hardware and software design and system architecture, including system specifications, and application and data design documents.</p> <p>Records documenting disaster incidents as they relate to information technology and electronic records, and the steps taken to remedy the situation to the satisfaction of all concerned parties. Records include incident reports, correspondence, and reviews.</p>	<p>Department: 1 year</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSI30</p>	<p>DATABASE ADMINISTRATION</p> <p>Records relating to testing the functionality of systems, including test plans, the results and analyses of tests carried out on systems, test date and user acceptance test signoffs.</p> <p>Records for centrally managed databases for which database administration requires specialized documentation. These typically feature decentralized access through more than one IT system (such as in the case of distributed databases) through, for example, client servers and specialized databases forming part of the larger system.</p> <p>Records documenting the assignment of user privileges and the steps required to bring systems online once testing is complete.</p> <p>Records relating to network maintenance and management within main and district offices. Includes records documenting the day-to-day management of local-area networks (LANs), wide-area networks (WANs) and other types of computer networks.</p>	<p>Department:</p> <p>1 year</p> <p>Total:</p> <p>7 years</p> <p>Final: Destroy</p> <p><i>Destroy after database has been fully decommissioned and the information it contains has met applicable retention requirements, or has been successfully migrated to another system</i></p>



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Series #	Series Title and Description	Retention and Disposition
SSI40	<p>END-USER SUPPORT</p> <p>Records relating to the provision of support service to end-user of information systems and technology. Includes records related to the establishment and operation of help desk services, including inquiry logs, and escalations. In addition, it includes records related to customized information retrieval services provided to end-users for systems, which do not directly support client needs (ad-hoc reports, queries, etc.). It also includes records related to the provision of training (user orientation, etc.)</p>	<p>Department: 1 year Total: 7 years Final: Destroy</p>
SSI50	<p>TELECOMMUNICATION</p> <p>Records relating to the development and operation of telecommunications systems such as voice mail (i.e. tree routing). Records may include correspondence, implementation documentation, inventories, cut-off notices and changes. Records related to Business Communication Manager phone assignments.</p>	<p>Department: 1 year Total: 7 years Final: Destroy</p>
SSI60	<p>RECORDS MANAGEMENT</p> <p>Records include copies of records series and schedules, associated working papers, citation indexes for schedules and file classification plans.</p> <p>This series includes Records Transfer Lists and documents related to electronic and hardcopy records stored in off-site storage or kept permanently.</p>	<p>Department: 1 year Total: 10 years Final: Destroy <i>Destroy after record series is superseded or made obsolete</i></p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSI70</p>	<p>RECORDS DISPOSITION</p> <p>Records include memos sent to Senior Administration for sign off on final disposition of records. Also includes disposition certificates and disposal notices for records that have been destroyed through on-site shredding services or at off-site storage facility.</p>	<p>Department: 1 year</p> <p>Total: 20 years</p> <p>Final: Destroy</p> <p><i>Destroy after records destroyed or transferred to the off-site storage</i></p>
<p>SSI80</p>	<p>DISTRIBUTION</p> <p>Records relating to mail, postal, courier services and organization and stocking forms.</p> <p>Records relating to postal services provided by Canada Post including postal rates, postal codes, regulations, and service inquiries, signed mail slips and spoiled postage.</p> <p>Also records relating to courier services such as lists of rates and services, inquiries, reports and courier slips and documents related to inter-office mail services between floors. Mailing and distribution lists.</p>	<p>Department: 1 year</p> <p>Total: 5-7 years</p> <p>Final: Destroy</p>
<p>SSI90</p>	<p>WEBSITE</p> <p>To maintain IT records for the website and website content for TBDSSAB. Includes documents relating to items such as renewal of domain name and lists of authorized web administrator.</p>	<p>Department: 1 year</p> <p>Total: 7 years</p> <p>Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SSI100</p>	<p>NETWORK BACKUP MANAGEMENT</p> <p>To maintain a copy of monthly backups. The copies include date and are kept on local serves off-site. These contain backed up digital files from TBDSSAB network servers. Some of these digital files contain personal information on TBDSSAB clients.</p> <p>Note: See Program schedules (SSS) for a list of the different types of personal information collected.</p> <p>Discontinued physical tapes as of December 2018. As of 2025 all physical tapes will have completed retention and be deleted.</p>	<p>Department: 1 year Total: 7 years Final: Destroy</p>
<p>SSI110</p>	<p>SYSTEM AND NETWORK ADMINISTRATION</p> <p>Records relating to network maintenance and management within and between agencies, regions, districts, or branches. Includes records documenting the day-to-day management of local-area networks (LANs), wide-area networks (WANs), and other types of computer networks.</p> <p>Records relating to system hardware ad software design and system architecture, including system specifications, and application and data design documents.</p> <p>Some records from completed project (SSI20) migrate to this series once project is ongoing. Planning and background of project will remain in the project file.</p>	<p>Department: 1 year Total: 7 years Final: Destroy</p>



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Series #	Series Title and Description	Retention and Disposition
SS1120	<p>TRANSITORY RECORDS</p> <p><u>Short-term records</u> created or received for minor or short-term information purposes.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • “All staff” memoranda and messages about holidays, charity events, special events, retirement, IT help desk notification. • “FYI” and “cc” messages that do not pertain directly to your area and do not initiate or require action, • Internal telephone lists derived from the main directory, • Transmittal information such as e-mail, cover memos and facsimile cover sheets that accompany a document, but do not add any substantive information such as date of transmittal, distribution list to the transmitted material, • Minor administrative messages such as confirming meeting times, • Photographs eliminated immediately after creation because of poor quality or repetitiveness. <p><u>Advertising and promotional items</u> - consist of solicited or unsolicited information received from businesses, or individuals acting in a business or professional capacity, advertising or promoting their products or services.</p> <p>Examples of these materials are product bulletins, course and seminar announcements, company profiles, sales letters, flyers, listserv emails, brochures, e-bulletins, menus, catalogues, free trial CDs or DVDs, price lists, direct mail/email notices also referred to a “junk mail” and “spam”, broadcast facsimiles.</p>	<p>Destroy immediately when material is no longer required.</p> <p>Destroy immediately upon receipt when the material is not required, or when it has been replaced by a newer version or is no longer actively referred to.</p>



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Series #	Series Title and Description	Retention and Disposition
<p>SS1120 CON'TD</p>	<p><u>Draft documents and working papers</u> - preliminary versions of documents, such as correspondence reports, minutes, rough notes, research materials and calculations, that were collected and used in the preparation of a final document, but are not needed once the final version of a document is completed, distributed and filed as the master record, i.e. drafts and working materials that do not indicate new decisions, formal approvals, or contain significant or substantial changes or comments that provide insight into the evolution of the final version.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Annotated duplicates with editing & formatting notes, • Drafts that represent stylistic, spelling or grammatical changes, • Comments on drafts of internal memoranda, routine correspondence, and reports incorporated into a final draft, • Rough notes, outlines and calculations, • Lists of points to be considered or included, • Ideas or suggestions received from co-workers, • Audio recordings of dictated correspondence, conference and meetings used to prepare correspondence, papers, minutes and transcripts, • Minor drafts not circulated for comment. <p>Note: Transitory records must be destroyed using methods appropriate to their level of sensitivity and/or security classification. For example, if a transitory record contains personal information, it must be disposed of in the confidential shredding bins as these documents are shredded so that the personal information cannot be reconstructed.</p>	<p>Destroy immediately when the final master record has been completed and filed</p>



**THE DISTRICT OF THUNDER BAY
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LEGAL

SSL10	Internal Action
SSL20	External Action
SSL30	Contracts & Agreements
SSL35	Landlord Rent Supplement Agreements



**THE DISTRICT OF THUNDER BAY
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Series #	Series Title and Description	Retention and Disposition
SSL10	<p>INTERNAL ACTION</p> <p>To maintain records relative to internal legal records of TBDSSAB consisting of a variety of subjects.</p> <p>Legal opinions and advice provided regarding issues, policies, appeals, claims and practices as they relate to the programs and clients of the organization. May also include correspondence, reference material and draft documents relating to interpretation and application of the statutes administered by the Board and a variety of other legal matters affecting the Board.</p>	<p>Department: 1 year</p> <p>Total: 10 years</p> <p>Final: Destroy <i>Destroy after all administrative actions are completed</i></p>
SSL20	<p>EXTERNAL ACTION</p> <p>To maintain records relative to external legal records of The District of Thunder Bay Social Services Administration Board.</p> <p>Information relative to outside legal action, risk management and incident reports (client). As well as Board Solicitor correspondence.</p> <p>Case files relating to work undertaken by outside legal services in representing TBDSSAB in litigation, including appeals. May include correspondence with staff and other lawyers, notes, background information, supporting documentation, court documents, investigation reports, research materials, transcripts of hearings, decision.</p> <p>Records are used to document legal actions taken pursuant to acts and regulations and to keep records of proceedings before courts and tribunals.</p>	<p>Department: 1 year</p> <p>Total: 10 years</p> <p>Final: Destroy <i>Destroy after all administrative actions are completed</i></p>



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

Series #	Series Title and Description	Retention and Disposition
<p>SSL30</p>	<p>CONTRACTS AND AGREEMENTS</p> <p>To maintain final agreements between the various Ministries and TBDSSAB as well as agreements between TBDSSAB and various service providers. Includes data sharing and protocol agreements. Correspondence regarding the contents of contracts and agreements between TBDSSAB and various organizations, agencies, governments, and individuals, drafts of contracts and agreements, notes, and research materials.</p> <p>Records are used to prepare and/or negotiate contracts in consultation with program managers, and to provide legal evidence in terms and conditions of contracts.</p>	<p>Department: 1 year</p> <p>Total: Permanent</p> <p>Final: Permanent</p> <p><i>After superseded</i></p>
<p>SSL35</p>	<p>LANDLORD RENT SUPPLEMENT AGREEMENTS</p> <p>To maintain final agreements between the various rent supplement landlords. Correspondence regarding the contents of contracts and various organizations, agencies, governments, and individuals, drafts of contracts and agreements, notes, and research materials.</p> <p>Records are used to prepare and/or negotiate contracts in consultation with program managers, and to provide legal evidence of the terms and conditions of contracts.</p> <p>As of June 2020, all documents are electronic.</p>	<p>Department: 2 years</p> <p>Total: 25 years</p> <p>Final: Destroy</p> <p><i>After superseded</i></p>



BOARD REPORT

REPORT No.: 2024-35

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: ENTERPRISE RISK MANAGEMENT - ANNUAL UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an update on the organization's Enterprise Risk Management (ERM) Framework.

BACKGROUND

Developing an ERM System was identified as a component of the 2017 - 2020 Practical Vision of TBDSSAB, specifically, as a component within Transparent and Sustainable Finances.

To strengthen TBDSSAB risk management functions and develop a fulsome process, Administration began the process of establishing a comprehensive risk management overview and framework.

The Board approved the ERM Policy at its November 2018 Meeting, which included direction that Administration complete an ERM Framework.

The Board approved the ERM Framework, and resultant risk tolerance at its November 2019 Meeting, and Risk Appetite Statement at its December 2019 meeting.

At its September 17, 2020, meeting, the Board approved the annual reporting template and cycle for the Residual Heat Map and Risk Trajectory Dashboard.

Updates have been made as a result of Administration's annual review process, in accordance with the approved ERM Policy (CS-01:120), and provided to the Board for information, prior to the budget process each year, to ensure financial and human resources can be aligned to address or continue to address risk areas.

COMMENTS

In its first iteration of the ERM Framework, Administration worked to identify all possible risks to the organization with the understanding that through regular monitoring and measuring of the Framework, refinements would be made to identify the Key Risks more accurately or appropriately to TBDSSAB.

The effectiveness of the ERM Framework is reviewed through an ongoing monitoring process. Through this process, the appropriateness of the various risks is confirmed with further refinements made as a result of Administration's review of the ERM over the previous year

ERM Summary Updates

1. Change from Tier 1 Risk to Tier 2 Risk

Originally, all risks were defined as Tier 1 risks; however, starting with the first annual review in 2021, certain items were reclassified as Tier 2 risks based on further review, as well as the results of measuring the risks during that year.

That same process has been completed each year during the annual review, including this year, where additional items were identified as Tier 2 risks where limited exposure continued based on the history, as well as the results of measuring the risks during the year, and continued application of the identified Key Controls.

Based on continued monitoring of results, risks identified as Tier 2 risks in 2023 will remain classified as such; additional items were reclassified as Tier 2 risks through this year's review. Tier 2 risks will continue to be monitored to ensure the classification to Tier 2 remains relevant, however, would not be reported within the Residual Heat Map, nor the Risk Trajectory Dashboard, due to their low risk assessment and results during the previous year.

In particular, the following risks were reclassified as Tier 2 risks:

#	Description – Nature of Risk	Rationale
P28	Risk of tenant physical health issues impacting staff, other tenants, stakeholders, or themselves	This risk is deemed low based on historical evidence and existing management strategies.
P41	Risk of liability in third-party landlord properties (H&S, contracts)	This risk is deemed low based on historical evidence and existing management strategies.

2. Combined Risks

In previous annual reviews, certain risks were identified as being fundamentally similar and could be combined without losing the integrity of the nature of risk and its potential impact on TBDSSAB. No risks were identified during this year's review.

3. Risks Removed

Risks were considered for removal if, after monitoring for the past year, it was determined that they are not a risk for TBDSSAB. The following risk was removed due to the Employment Services Transformation announced by the province.

P42	Risk of inadequate and/or inappropriate employment planning for clients/tenants so that clients/tenants do not receive the services they need	This risk will be removed due to the Employment Services Transformation (EST) announced by the province.
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4. Other Updates

Further clarification/revisions were made to the Nature of Risks throughout the ERM summary to more closely align with the intent of the risks for TBDSSAB.

The updated ERM Summary is provided in Attachment 1.

Summary

With the updated ERM Summary, and based on the experiences across the organization, the Assessed Residual Risk was also updated.

Overall, the risk exposure has remained largely consistent with the previous years' assessment of the Types of Risk identified within the ERM Summary, and that the key controls continue to be effective to treat the risks. The following exceptions are noted:

- H48 - Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate. Risk is increased from *No Action Required*, to *Monitor*. Human Resources will continue to research the best practices as well as benchmarks related to Senior Team retention and recruitment, as well as other positions with high turnover rates.

The updated Residual Heat Map is provided in Attachment 2, and the resulting Risk Trajectory Dashboard is provided in Attachment 3.

STRATEGIC PLAN IMPACT

Monitoring, reviewing, and updating the ERM System aligns with the financial stewardship component of the strategic plan to support a strong organization.

FINANCIAL IMPLICATIONS

There are no immediate additional financial implications associated with this report. Future decisions related to the management of risk may impact resource allocation and will be identified during the annual budget process or as required.

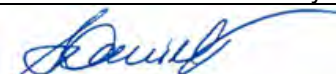

CONCLUSION

It is concluded that the monitoring and updating of the ERM has been completed, and the results have been presented through the Residual Heat Map and Risk Trajectory Dashboard.

It is also concluded that the Key Controls remain relevant and need to be maintained to support the treatment of risk across the organization.

REFERENCE MATERIALS

- Attachment #1 [Updated Enterprise Risk Management Summary](#)
- Attachment #2 [Residual Heat Map](#)
- Attachment #3 [Risk Trajectory Dashboard](#)

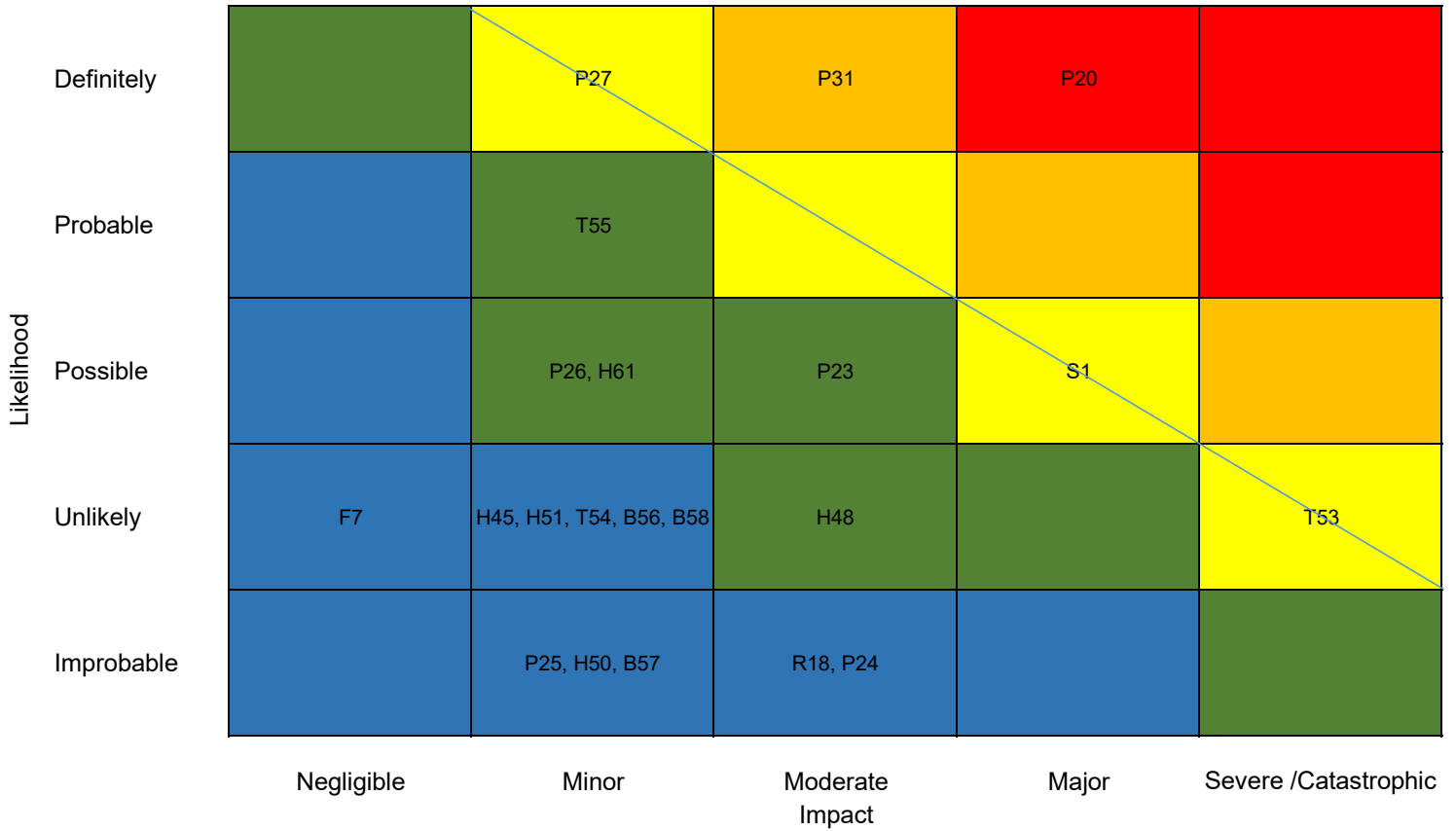
PREPARED BY:	Tafadzwa Mukubvu, CPA, CGA, Manager, Finance Shari MacKenzie, Manager, Human Resources Ken Ranta, Director, Integrated Social Services Division Georgina Daniels, FCPA, FCA, Director, Corporate Services Division The District of Thunder Bay Social Services Administration Board
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director, Corporate Services Division The District of Thunder Bay Social Services Administration Board
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer The District of Thunder Bay Social Services Administration Board

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
STRATEGIC Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	S1	Risk that information from funders about program operations is not available, timely, or accurate to enable informed decision-making and effective planning.	Proactively planning for local client/tenant needs, economic trends, and other factors impacting program delivery; monitoring monthly operational statistics; aligning resources through Performance Based Budgeting.	3	4	12
				Proper communication channels are in place to effectively communicate direction, program changes, etc.			
				Internal processes for finance, purchasing, IT; membership, effective management, professional development, best-practice research.			
				Proactively planning, process reviews, program realignment.			
FINANCIAL AND LIQUIDITY Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Financial Position Risk	F7	Risk of running an in-year operating deficit overall that can't be mitigated	Management processes, Levy Stabilization Reserve Fund, effective Reserve Fund Strategy, quarterly monitoring processes (i.e., variance reports); exceeding cost-sharing ratio, if required, with the ability to levy under DSSAB Act.	2	1	2
REGULATORY/ COMPLIANCE Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Change	R18	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations	Planning, communication, capital reserves, external program funding.	1	3	3
OPERATIONAL/ PROGRAMS The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	P20	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants	Disaster Recovery Site; Property Insurance; HQ and Satellite Offices emergency plans; Reserve Funds.	5	4	20
	Property/ Equipment System Risk	P23	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment	Emergency and Evacuation Plans, Property Insurance, Purchasing processes, Reserve Funds.	3	3	9
		P24	Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)	In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); Off-site and On-site back-ups; Disaster Recovery Site; Network Security protocols; property insurance.	1	3	3

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
	Property/ Equipment System Risk (con't)	P25	Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted	In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); Off-Site and On-Site back-ups; Disaster Recovery Site; Network Security protocols; property insurance, mobile phones.	1	2	2
		P26	Risk that Satellite Offices do not have appropriate, robust and resilient internet service infrastructure (vendor/ service provider) so that they cannot connect (via internet to HQ or other systems) for an extended period of time	Manual processes (paper documentation); back-up internet connection.	3	2	6
Third-Party Risk		P27	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment	Security Infrastructure, Police relationships.	5	2	10
		P28 Move to Tier 2 Risk Status	Risk of tenant physical health issues impacting staff, other tenants, stakeholders, or themselves	Policies and PPE, removal of persons, public health, appropriate preventative, investigative, reporting and corrective action measures.	2	3	6
		P31	Risk that community at large (inappropriate behaviour) negatively impacts TBDSSAB property (vandalism, dumping, theft)	Emergency plans, security systems, Resource centres, tenant support, use of alternate accommodations.	5	3	15
Legal Risk		P41 Move to Tier 2 Risk Status	Risk of liability in third-party landlord properties (H&S, contracts)	Programs, incentives, financial reserves.	2	3	6
Program Delivery Risk		P42 To be removed due to EST	Risk of inadequate and/or inappropriate employment planning for clients/tenants so that clients/tenants do not receive the services they need	GERE	2	3	6

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
HUMAN CAPITAL Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	Hiring/ Retention Risk	H45	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management)	Position descriptions are monitored to ensure up-to-date requirements are identified; recruitment and selection practices/process. Comprehensive quarterly review of recruitment activities to identify trends.	2	2	4
		H48	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)	Robust orientation and onboarding, Succession planning, documented policies and procedures, training. Active participation in local and District job fairs, including Confederation College and Lakehead University. Comprehensive quarterly review of recruitment activities to identify trends.	2	2, 3	4, 6
		H50	Risk that labour discord impacts TBDSSAB work environment	Strong labour relations, planning, recovery site, use of external partners.	1	2	2
	Employee Misconduct	H51	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation) and leads to negative legal/ reputation outcomes.	Appropriate onboarding, policies, procedures, training, supervision and corrective action. Annual review, and sign-off, of Policies and Procedures.	2	2	4
	Third Party Risk	H61	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/ patron safety (HQ and offices, TBDSSAB facilities, vehicles)	Emergency plans, security systems, alarms, emergency response schedule, security presence at HQ Intake, police presence, Resource Centres, insurance, use of alternate accommodations. Appropriate corrective action, policies, procedures, protocols and training are in place. Regular completion of Risk Assessments.	3	2	6

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
TECHNOLOGICAL The risk associated with inappropriate access or use of information	Information Security Risk	T53	Risk of cyber threats and IT security vulnerabilities	IT infrastructure is current so that programming is supported to the extent possible/under the control of TBDSSAB. In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); OffSite and OnSite back-ups; Disaster Recovery Site; Network Security protocols. Mandatory Cyber Security training for all staff Patch Management Procedure - CS-04:163-01	2	5	10
	Information Security Risk - Breach	T54	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building in an inappropriate manner B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc.) D) Risk that hard-copy files are lost, misplaced or destroyed	Confidentiality Agreements upon hire; security protocols for vendors within the building; records' management processes; policies and procedures; file encryption; file transportation security protocols, client communication protocols.	2	2	4
	Third-Party Risk	T55	Risk that partners do not have robust and resilient infrastructure to support 7/24/365 service (programs will be offline for extended periods of time) and impact operations (externally-hosted software)	Manual processes (paper documentation), redundancy plans; back-up internet providers.	4	2	8
BRAND/ REPUTATION The risk of the potential for negative publicity, public perception or uncontrollable events to have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.	Third-Party Risk	B56	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB	Initiated Agreements process. Operational Reviews.	2	2	4
		B57	Risk that unfavourable events (e.g., security breach) impact TBDSSAB's reputation	Policies, communications.	1	2	2
	Public Perception /Brand Risk	B58	Risk of <i>perceived</i> unfair procurement activities	Broader Public Sector procurement directives; internal procurement policies and procedures; E-Bids and Tenders (transparent procurement processes); debriefing process.	2	2	4



Red	Immediate Focus/Action Required
Gold	Focus on best practice improvement
Yellow	Monitor, with a view to Best Practice improvement
Green	Monitor
Blue	No action required

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2023*	Risk Exposure at August, 2024	Trajectory**
<u>STRATEGIC</u> Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	S1	Risk that information is not available, timely, or accurate about program operations to enable informed decision-making				⇒
<u>FINANCIAL AND LIQUIDITY</u> Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Liquidity Risk	F7	Risk of running an in-year operating deficit overall that can't be mitigated				⇒
<u>REGULATORY/ COMPLIANCE</u> Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Change	R18	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations				⇒
<u>OPERATIONAL/ PROGRAMS</u> The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	P20	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants				⇒
	Property/ Equipment System Risk	P23	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment				⇒
		P24	Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)				⇒
		P25	Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2023*	Risk Exposure at August, 2024	Trajectory**
		P26	Risk that Satellite Offices cannot connect for an extended period of time				⇒
	Third-Party Risk	P27	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment				⇒
		P31	Risk that community at large (e.g., gangs, drugs) negatively impacts TBDSSAB property (vandalism, dumping, theft)				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2023*	Risk Exposure at August, 2024	Trajectory**
HUMAN CAPITAL Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	Hiring/ Retention Risk	H45	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management)				⇒
		H48	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)				⬆
		H50	Risk that labour discord impacts TBDSSAB work environment.				⇒
	Employee Misconduct	H51	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation), which may lead to negative legal/reputation outcomes.				⇒
		H61	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/patron safety (HQ and offices, TBDSSAB facilities, vehicles)				⇒
TECHNOLOGICAL The risk associated with inappropriate access or use of information	Information Security Risk	T53	Risk of cyber threats and IT security vulnerabilities				⇒
	Information Security Risk - Breach	T54	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc.) D) Risk that hard-copy files are lost, misplaced or destroyed				⇒
	Third-Party Risk	T55	Risk that programs will be offline for extended periods of time, and impact operations (externally-hosted software)				⇒
BRAND/ REPUTATION The risk of the potential for negative publicity, public perception or uncontrollable events to have an adverse impact	Third-Party Risk	B56	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB				⇒
		B57	Risk that unfavourable events (e.g., security breach) impact TBDSSAB's reputation				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2023*	Risk Exposure at August, 2024	Trajectory**
have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.	Public Perception /Brand Risk	B58	Risk of <i>perceived</i> unfair procurement activities				⇒
*Risk Exposure Legend				**Trajectory Legend			
Red	Immediate Focus/Action Required			Significant Increase		↑	
Gold	Focus on best practice improvement			Moderate Increase		↗	
Yellow	Monitor, with a view to best practice improvement			No Change		⇒	
Green	Monitor			Decrease		↘	
Blue	No action required						



BOARD REPORT

REPORT No.: 2024-36

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: NEW CHILD CARE AND EARLY YEARS COST BASED FUNDING APPROACH

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the implementation of the Canada Wide Early Learning Child Care (CWELCC) system New Child Care Funding Approach.

BACKGROUND

On March 28, 2022, the Ontario government announced participation in the CWELCC program, a national child care program aimed at lowering child care fees for parents of children under the age of six, increasing child care spaces and supporting and growing the child care workforce. On April 20, 2022, the Ministry of Education announced the implementation and details of the CWELCC and how Ontario's child care service managers would participate in the delivery of CWELCC.

Under the agreement with the federal government, Ontario will receive \$13.2B over six years, which the province will use to reduce fees for families and deliver an average cost of \$10 a day child care for eligible children by 2025.

On August 1, 2024 after consultation with the CSMs/DSSABS across the province, the Ministry released the anticipated New Child Care Funding Approach to the CSMs/DSSABS prior to a public release date of August 15. This included the new guidelines and related supports to licensees and well in advance of the effective date of January 1, 2025.

COMMENTS

The cost-based funding approach replaces the previous “revenue replacement” approach which, until December 31, 2024, provided funding based on the revenue “lost” due to mandatory caps and reductions of parent fees pursuant to O. Reg 137/15.

Starting in 2025, licensees will be funded based on eligible costs incurred in the calendar year.

The supports indicated below are being provided by the province to implement the new cost-based approach to the Canada-wide Early Learning and Child Care funding:

- A new CWELCC Cost-Based Funding Guideline, effective January 1, 2025
- Preliminary 2025 child care funding allocations
- Incremental 2024 CWELCC administrative funding allocations to support set-up costs associated with implementing the new cost-based approach.

The CWELCC cost-based funding approach is guided by the following objectives and principles which CMSMs/DSSABs must consider in the administration of CWELCC cost-based funding.

Objectives

- Support licensee participation in the CWELCC program by providing appropriate funding to enable parent fee reductions prescribed in O. Reg 137/15 under the *Child Care and Early Years Act, 2014*
- Support wage enhancements under Ontario’s Child Care Workforce Strategy for eligible centres/agencies
- Improve access to high-quality and affordable child care by supporting growth spaces.

Investments for 2025

Investments from the Government of Ontario and the Government of Canada in the Child Care and Early Years system will total more than \$5.6B for 2025 (excluding EarlyON).

- \$4.61B in Cost-based funding to support operating costs for licensees participating in CWELCC for the delivery of child care to children aged 0-5
- \$0.15B in Start-up Grant funding to support capital costs for the achievement of creating affordable child care spaces for children aged 0-5

- \$0.76B in Local Priorities funding to support operating costs largely outside of the CWELCC system, including fee subsidies and Special Needs Resourcing; and
- \$0.08B in administrative funding to support CMSMs/DSSABs with their administrative capacity to support the early years and child care sector.

Key Updates

Incremental 2024 CWELCC Administrative Funding

The Province recognizes that cost-based funding and the related accountability framework will transform sector funding and implementation. As a result, changes to existing policies and procedures, IT systems, service agreements with licensees, and the development of comprehensive training and communication materials may be required.

To support such set-up costs, the Ministry will be releasing \$27.5M in one-time-only, incremental CWELCC administrative funding to CMSMs/DSSABs for 2024.

Cost-based Funding (2025 onwards)

Starting January 1, 2025, the new funding approach described in the new Cost-Based Funding Guideline will take effect. Cost-based funding provides support for operating costs for licensees participating in CWELCC for the delivery of child care to children aged 0-5 years.

To achieve balance towards realizing these principles, cost-based funding allocations to licensees will include benchmark-based allocations with adjustment factors to account for geographic variances, growth top-ups for new spaces or top-ups for existing licensees whose cost structures exceed their benchmark allocations and amounts in lieu of profit and surplus.

To ensure cost containment and the proper use of public funds, CMSMs/DSSABs will be required to reconcile funding allocated to licensees with their actual eligible costs at the end of the year, select licensees subject to direct engagements to report on compliance, and perform cost reviews of the most disproportionately high top-up allocations, among other measures.

The cost-based funding does not change the direct relationship between CMSMs/DSSABs and licensees, including dispute resolution.

Local Priorities

As part of the new child care funding approach, starting in 2025 CMSMs/DSSABs will receive local priorities allocations to support child care programs as follows:

- General operating grants (for ages 6-12)
- Wage Enhancement Grant (WEG)/Home Child Care Enhancement Grant (HCCEG) and CWELCC wage enhancements, including those under the Workforce Strategy (for ages 6-12)
- Workforce Strategy – Professional Learning (for ages 0-12)
- Fee subsidies (for ages 0-12)
- Special needs resourcing (for ages 0-12)
- Capacity building (for ages 0-12); and
- Claims-based funding: Small Water Works and Territory without Municipal Organization (for ages 0-12).

While CMSMs/DSSABs will have flexibility in how to spend local priorities allocations, the funding guidelines will include certain limitations on how such funding may be spent. However, no significant changes for the above-listed child care programs are expected for 2025.

Non-CWELCC-Enrolled Licensees

Under the new cost-based funding approach, licensees not participating in CWELCC may continue to run their operations under the existing provincial licensing and regulatory framework.

Some of these non-participating licensees may currently be recipients of child care routine funding (that is, general operating, fee subsidy, or wage enhancement grants). Starting in 2025, as the age 0-5 portion of the routine funding is being integrated into cost-based funding under CWELCC to ensure the success of that system, routine funding must not be used to support such licensees, unless it relates to fee subsidies.

Existing fee subsidy agreements may continue to be funded until the benefitting child ages out of the program or leaves the licensee.

Next Parent Fee Reduction

Along with implementation of the new funding approach to support the transition to \$10 per day average fees by the end of 2025-26, families with children in programs enrolled in the CWELCC system would see child care base fees capped at \$22 per day effective January 1, 2025.

Home Child Care Agencies with Active Homes in Multiple CMSM/DSSAB Jurisdictions

Starting in 2025, when an eligible agency has active homes in multiple CMSM/DSSAB jurisdictions, the overseeing CMSM/DSSAB will receive an allocation to cover all the agency's active homes, other than new active homes within other ("secondary") CMSM/DSSAB jurisdictions after a "specified date" (for 2025, this specified date is December 31, 2022).

The implementation of the new child care funding approach provides the opportunity to provide operators with a formula designed to ensure funding is allocated in an equitable fashion. The business model the approach provides allows the providers to prioritize the focus on the delivery of high-quality programming rather than continuing to be concerned about how or where the funding will come from. The programs can place their attention to the demands of child care spaces with the support of the province to ensure a base salary and fees and expenses are covered.

In the District of Thunder Bay, all child care programs with service agreements have signed on to the CWELCC program. The province has provided a one-time incremental CWELCC administrative funding to support the changes required for a successful and seamless launch of the new approach. Consultations with the community will begin in the fall of 2024. This timeline provides for the ability to become familiar with the new guidelines and funding formulas prior to requesting information from the operators. With a secure plan in place, aligning with the fall budget presentation, Administration will present the information to the service providers and address any questions they may have. Once the community is informed, Administration will be prepared for the roll out date of January 1, 2025 provided by the province.

STRATEGIC PLAN IMPACT

This report supports the Strategic Plan vision of establishing flexible, inclusive services through the enhanced early years and child care programs. Decisions made due to the new Cost Based Funding Approach will continue to support the Strategic Plan.

FINANCIAL IMPLICATIONS

The New Child Care Funding Approach through the CWELCC program is 100% funded through the provincial and federal governments. TBDSSAB's total projected 2025 allocation is as follows:

Cost Based Allocation	\$ 26,988,479	
Cost Based Allocation Holdback	\$ 1,110,752	
Total Cost Based Allocation		\$ 28,099,231
Start Up Grants		\$ 171,000
Local Priorities Allocation		\$ 7,506,550
Administration Allocation		\$ 709,771
Total 2025 Child Care Allocation		\$ 36,486,552



TBDSSAB cannot exceed the CWELCC funding allocated for 2025. All unspent CWELCC funding will be recovered by the Ministry at the end of each funding year.

CONCLUSION

It is concluded that this report provides the Board with information relative to the New Child Care Funding Approach guidelines for Child Care and Early Years as it pertains to the Canada Wide Early Learning Child Care (CWELCC) program. Further, all policies and plans developed for the New Child Care Funding Approach will be presented to the Board at future meetings for review and approval. The New Child Care Funding approach will also be reflected in the fall budget process.

REFERENCE MATERIALS

None

PREPARED BY:	Dawnette Hoard, Manager, Child Care and Early Years Programs
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Executive Officer



BOARD REPORT

REPORT No.: 2024-37

MEETING DATE: SEPTEMBER 19, 2024

SUBJECT: 2024 SECOND QUARTER FINANCIAL REPORT

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2024 Second Quarter Financial Report, and projection to year-end as well as progress of Key Performance Indicators (KPI).

BACKGROUND

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

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

COMMENTS

Overall, total spending on TBDSSAB-delivered programs, for the period ended June 30, 2024, was \$7,441,100 (12.3%) less than the year-to-date Budget, with a net deficit of \$334,600.

Overall, from a program levy operating perspective, Administration is forecasting to be on budget for the 2024 year. A summary of net forecast cost variances, by program, is presented below:

Table 1:

2024 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 141,100
Child Care and Early Years	\$ 31,900
Community Housing Programs	\$ 146,800
Direct-Owned Community Housing Building Operations	\$ (319,800)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

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

- **Social Assistance:** Administration expects a favourable variance due primarily to temporary staff vacancies during the year.
- **Community Housing Programs:** Administration expects a favourable variance due primarily to additional administrative recoveries that were not anticipated during the budget development process.
- **Direct-Owned Community Housing Building Operations:** Administration expects an unfavourable variance due primarily to over-spending on electrical standards compliance, door repairs, and plumbing repairs and maintenance as well as operating services such as building security. This is somewhat offset by underspending in personnel services due to temporarily vacant positions.

Highlights for the second quarter and full-year forecast to year-end, as well as detailed variance explanations and KPI commentary are provided in Attachment #1 - 2024 Second Quarter Financial Report.

Highlights for the second quarter capital expenditures and project status updates are provided in Attachment #2 – 2024 Second Quarter Financial Report – Capital.

Financial Legislative Compliance

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

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

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

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS



There are no direct financial implications associated with this Report.

CONCLUSION

It is concluded that the 2024 Second Quarter Financial Report indicates a year-to-date net deficit of \$334,600 but forecasting a balanced budget from a program levy operating perspective at year end.

REFERENCE MATERIALS

- Attachment #1 [2024 Second Quarter Financial Report - Operating](#)
- #2 [2024 Second Quarter Financial Report - Capital](#)
- #3 [Fiduciary Responsibility Checklist](#)

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



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

**2024 SECOND QUARTER
FINANCIAL REPORT**

Operating Budget

INTRODUCTION

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

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

Through the 2024 Budget, the Board approved Key Performance Indicators (KPI) for all areas of the organization. This Report includes KPI results and commentary on progress towards objectives.

EXECUTIVE SUMMARY

Reflecting results for the 6-month period ending June 30, 2024, this Report provides an indication of TBDSSAB's financial status for the year, and identification of any significant variances from the 2024 approved Operating Budget.

Overall, from an operating levy perspective, Administration is forecasting to be on budget for the 2024 year. Table 1 provides a breakdown of the forecast year-end variances, by program.

Table 1:

2024 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 141,100
Child Care and Early Years	\$ 31,900
Community Housing Programs	\$ 146,800
Direct-Owned Community Housing Building Operations	\$ (319,800)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

Table 2 shows the 2024 Operating Budget revenue and expenditures, second quarter variances, and year-end projections.

Table 2:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	12,616.5	12,616.5	-	0.0%	25,233.0	25,233.0	-	0.0%
Federal grants	10,671.9	8,008.4	(2,663.5)	-25.0%	21,343.8	18,269.7	(3,074.1)	-14.4%
Provincial grants	32,000.9	27,160.5	(4,840.3)	-15.1%	64,001.7	64,128.8	127.1	0.2%
Rents	5,767.8	5,745.4	(22.3)	-0.4%	11,535.5	11,571.5	36.0	0.3%
Other revenue	178.9	132.4	(46.5)	-26.0%	357.8	325.9	(31.9)	-8.9%
Interest on unrestricted funds	200.0	200.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	375.0	1,011.4	636.4	169.7%	750.0	1,000.0	250.0	33.3%
From (to) reserve funds	(1,437.4)	(2,276.8)	(839.5)	58.4%	(2,874.7)	(2,786.7)	88.0	-3.1%
Prior year surplus	-	-	-	n/a	-	-	-	n/a
Total Financing	60,373.6	52,597.9	(7,775.7)	-12.9%	120,747.1	118,142.2	(2,604.9)	-2.2%
Expenses								
Personnel services	7,605.0	7,107.5	497.5	6.5%	15,210.0	14,599.4	610.6	4.0%
Interest on long-term debt	87.0	74.4	12.6	14.5%	173.9	170.2	3.7	2.1%
Materials	10,538.1	10,734.8	(196.7)	-1.9%	21,076.1	22,352.8	(1,276.7)	-6.1%
Contract services	135.9	83.0	52.9	38.9%	271.8	313.2	(41.4)	-15.2%
Rents and financial expenses	65.2	(172.6)	237.8	365.0%	130.3	(116.0)	246.3	189.0%
External transfers	40,871.1	33,982.1	6,889.0	16.9%	81,742.2	78,701.7	3,040.5	3.7%
Loan principal repayment	1,071.4	1,123.4	(52.0)	-4.9%	2,142.8	2,120.9	21.9	1.0%
Total Expenses	60,373.6	52,932.5	7,441.1	12.3%	120,747.1	118,142.2	2,604.9	2.2%
Excess (Deficiency) of Revenues over Expenses	-	(334.6)	(334.6)	n/a	-	-	-	n/a

2024 SECOND QUARTER OPERATING BUDGET RESULTS

The Second Quarter Report provides an indication of TBDSSAB's financial status as at June 30, 2024, and a projection for the year, and identifies any significant variances from the 2024 Operating Budget. Overall, in Q2, TBDSSAB recorded a net deficit of \$334,600, but is projecting to be on budget at year-end.

KPI results and commentary are also provided in each section.

A. Board and Office of the Chief Executive Officer

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

Table 3:

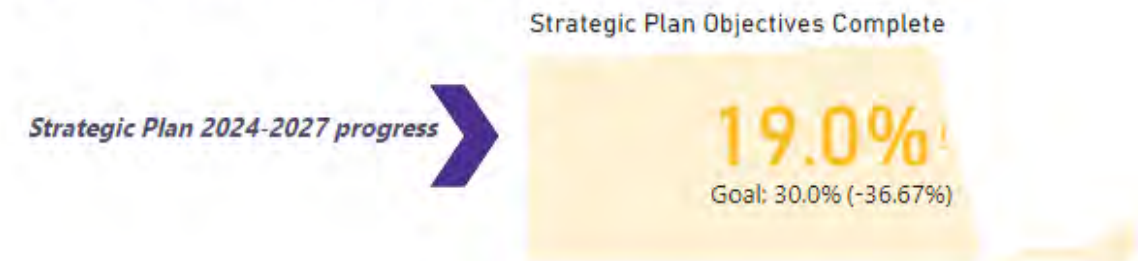
Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	159.4	151.7	(7.6)	-4.8%	318.7	293.7	(25.0)	-7.8%
Ontario Works	341.6	321.5	(20.0)	-5.9%	683.1	642.4	(40.7)	-6.0%
Child care and early years programs	84.6	86.2	1.6	1.9%	169.1	168.5	(0.6)	-0.4%
Housing programs	124.8	120.1	(4.6)	-3.7%	249.5	247.0	(2.5)	-1.0%
Total Allocation	710.2	679.6	(30.6)	-4.3%	1,420.4	1,351.6	(68.8)	-4.8%
Financing								
Other Revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	11.3	16.6	5.3	47.5%	22.5	52.0	29.5	131.1%
Total Financing	11.3	16.6	5.3	47.5%	22.5	52.0	29.5	131.1%
Expenses								
Personnel services	568.9	559.4	9.4	1.7%	1,137.7	1,076.6	61.1	5.4%
Materials	107.5	96.8	10.6	9.9%	214.9	207.4	7.5	3.5%
Contract services	45.2	39.9	5.3	11.7%	90.3	119.6	(29.3)	-32.4%
Total Expenses	721.5	696.1	25.3	3.5%	1,442.9	1,403.6	39.3	2.7%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 3, above, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for the Board and Office of the CEO.

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

Key Performance Indicators

Office of the Chief Executive Officer



The Office of the CEO is responsible for the overall strategic direction and management of TBDSSAB. This includes ensuring the Board's Strategic Plan 2024-27 is implemented. The new strategic plan has been mapped out and work has begun to target 90% implementation by the end of 2027, with 30% progress expected in 2024. The current progress on the report for 2024-Q2 is 19%.

Consultation(s) with Indigenous Partner Organizations in relation to Indigenous Representation on the TBDSSAB Board.

of Consultations with Indigenous Partners

52%
Goal: 75% (-30.67%)

Metric	Value	Goal	Variance
# of Consultations with Indigenous Partners	52%	75%	-30.67%

The Office of the CEO is also responsible for initiatives related to communications, engagement, and advocacy. Advocacy around Indigenous Relations and Reconciliation has been a priority for the organization within the previous and current strategic plans. To measure success in these advocacy efforts, a key performance indicator for 2024 will be the level of engagement with Indigenous partner organizations during consultations related to Indigenous representation on the Board. The goal is to achieve a participation rate of 75% of Invited Indigenous partner organizations in consultation meetings. Consultations for Q2 were at 52%.

Human Resources

To understand staff satisfaction.

Completion percentage of the staff survey.

- to be reported in Q4

To provide staff training in unconscious bias and microaggressions.

Completion percentage of the staff training.

- to be reported in Q4

Human resource management is vital to TBDSSAB's operations as it enables effective recruitment and retention of employees, and maintains a healthy, accepting workplace culture and environment. The Human Resources (HR) Department has established KPI's related to workplace culture and development.

A Staff Satisfaction Survey is underway for 2024. To measure success in implementing this survey, the HR Department is aiming for a staff survey completion rate of 75%. This KPI will be reported in Q4.

All staff training in unconscious bias and microaggressions will be implemented in 2024. To measure success in achieving this objective, the HR department is aiming to achieve a training completion rate of 90% for all staff members have completed the unconscious bias and microaggressions training program. This training will be implemented in the third or fourth quarter.

Board education related to reconciliation will also be implemented in 2024. The CEO Division, with the support of Human Resources, is aiming to achieve a training completion rate of at least 90% of all Board Members. This training will be scheduled for Q4.

B. Corporate Services

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

Table 4:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	751.8	706.6	(45.2)	-6.0%	1,503.6	1,420.0	(83.6)	-5.6%
Ontario Works	1,067.9	1,053.3	(14.6)	-1.4%	2,135.7	2,034.1	(101.6)	-4.8%
Child care and early years programs	88.6	84.9	(3.6)	-4.1%	177.1	167.3	(9.8)	-5.5%
Housing programs	133.5	127.9	(5.6)	-4.2%	267.0	251.0	(16.0)	-6.0%
Total Allocation	2,041.7	1,972.6	(69.1)	-3.4%	4,083.4	3,872.4	(211.0)	-5.2%
Financing								
Levy to municipalities and TWOMO	(200.0)	(200.0)	-	0.0%	(400.0)	(400.0)	-	0.0%
Interest on unrestricted funds	200.0	200.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	375.0	1,011.4	636.4	169.7%	750.0	1,000.0	250.0	33.3%
Other revenue	-	0.0	0.0	n/a	-	0.1	0.1	n/a
From (to) reserve funds	(375.0)	(1,011.4)	(636.4)	169.7%	(750.0)	(1,000.0)	(250.0)	33.3%
From levy stabilization	100.0	-	(100.0)	-100.0%	200.0	193.5	(6.5)	-3.3%
Total Financing	100.0	0.0	(100.0)	-100.0%	200.0	193.6	(6.4)	-3.2%
Expenses								
Personnel services	1,359.1	1,176.8	182.2	13.4%	2,718.1	2,535.0	183.1	6.7%
Materials	720.7	774.0	(53.4)	-7.4%	1,441.3	1,397.7	43.6	3.0%
Contract services	75.9	36.8	39.1	51.5%	151.8	159.0	(7.2)	-4.7%
Rents and financial expenses	6.8	5.7	1.1	15.9%	13.5	15.6	(2.1)	-15.6%
Total Expenses	2,162.4	1,993.3	169.0	7.8%	4,324.7	4,107.3	217.4	5.0%
Recoveries								
From HQ building operations	20.7	20.7	-	0.0%	41.3	41.3	-	0.0%
Total Expenses Less Recoveries	2,141.7	1,972.7	169.0	7.9%	4,283.4	4,066.0	217.4	5.1%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 4, above, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for Corporate Services. Expenses related to Corporate Services are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for Q2 and the full-year forecast include:

Personnel Services Forecast **\$183,100 (6.7%) favourable**

Personnel Services expenses were lower than budget in Q2 and are forecast to be under budget by \$183,100 at year-end due to temporarily vacant positions throughout the year, across all departments within the Corporate Services Division: Purchasing, Finance, Information Services, and Infrastructure & Asset Management. The Vacant positions are in various stages of the recruitment process.

Key Performance Indicators

The overarching objective of the Corporate Services Division is to establish and maintain an effective system of internal controls to safeguard the assets of TBDSSAB.

Finance

To record financial transactions in an efficient, effective, and professional manner to deliver reliable and relevant financial information.

Vendor Complaints Over
Late Payments

0 ✓

Goal: 0

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

7.17 !

Goal: 5 (-43.33%)

To develop and maintain a robust system of financial and internal controls to safeguard TBDSSAB assets.

Reported in Auditor's Management Letter

100% ✓

Goal: 100.0% (+0%)

To provide timely, relevant information to support prudent stewardship of public funds.

Business Days to Close

17 !

Goal: 10 (-70%)

Auditing standards require auditors to communicate material weaknesses or significant deficiencies in internal control discovered during the annual audit. The Internal Control Letter is an overall measurement of the organization's system of internal controls. The objective is to have only proactive recommendations in the Internal Control Letter. The Board's Auditor delivered a clean Internal Control Letter, for the 2023 fiscal year.

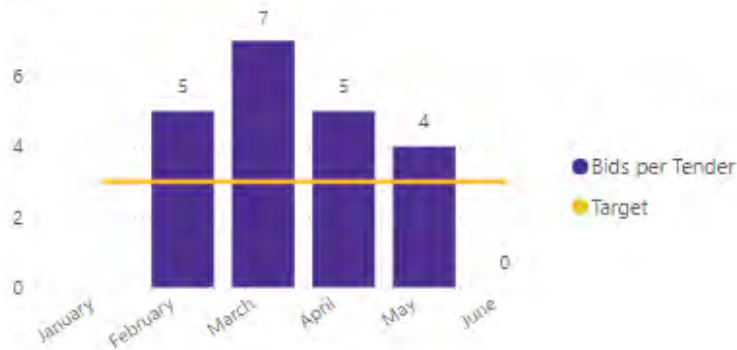
The other Finance Department KPIs, as indicated above, are measures related to the timeliness and accuracy of the financial information to enable informed decision-making. In Q2, journal entries and business close timelines were slightly exceeded due to adjustments required during the year end process. It is expected that targets will be met for the remainder of the year.

Purchasing

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

Bids Received per Posted Procurement Process

Target: 3 or more



Average Addenda Issued per Bid Document

0.57 ✓
Goal: 1.00 (+43.33%)

To manage supply base efficiently and effectively.

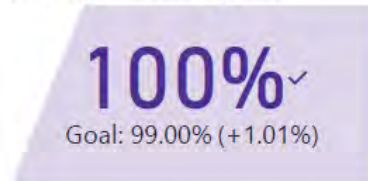
Attracting multiple bidders improves the opportunity to attain greater cost savings/ cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders which in turn affects the competitive process adversely. An average of three (3) bids per procurement process has been established as the target to balance the number of submissions for those projects that are more general, and those projects that require specific expertise and would naturally have a limited number of bidders. The target has been achieved in Q2 with an average of five (5) bids per posted procurement process.

The quality of bid documents is key to achieving efficient, transparent, ethical, and cost-effective outcomes through the purchasing process. The quality of those documents is measured by the number of addenda (changes, questions, or clarifications) issued for each public procurement process because a high-quality bid document should result in fewer addenda required during the bidding process. The structure of the specifications in the document should result in less bidders being excluded from this process, while increasing the number of potential bids being submitted. This enhanced quality contributes to greater transparency related to the specifications and requirements, and greater confidence from potential bidders on the work to be completed, which should result in enhanced competitive bidding per posted procurement document. This confidence will result in bidders submitting bids with appropriate costs and reduces the opportunity for change orders that negatively impacts the budget of the project. Recognizing that even miscellaneous clarifications may be required once a document is released, a target of one addendum per public procurement process has been established. The target has been achieved through Q2 results.

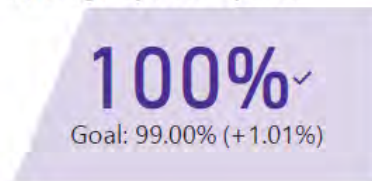
Information Systems

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

Average Phone Uptime



Average System Uptime

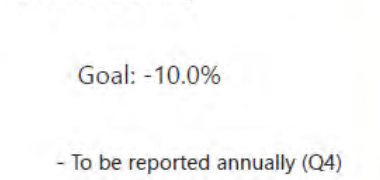


To ensure privacy requests are completed within the legislated timeframe

Privacy Requests Completed by Required Timeframe

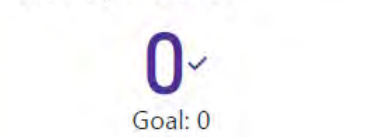


of Archive Boxes Stored at Off-site Facility

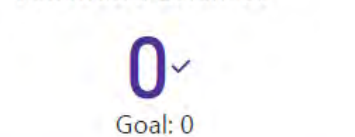


To minimize security breaches

Security Breaches



Active Viruses that Penetrated Defenses



To ensure client information is accessible, current and organized

Mail Error Rate



Information technology (IT) systems have been established and are maintained to maximize server and system uptime to support TBDSSAB staff with technology resources. The KPI for total IT system, and phone system uptime was established at 99% to ensure maximum productivity. The average uptime for both systems for Q2 was 100%.

An additional KPI relative to Patch Management was included in 2024 to ensure systems are up to date. Patches are software updates that can contain fixes for security vulnerabilities. In that regard, it is expected that critical patches (updates) on high and medium priority devices are patched within 90 days of release. This target was met through Q2.

Information Services provides and maintains network security systems to prevent breaches and viruses from entering TBDSSAB systems. The KPI target is established at zero security breaches through the perimeter. There were no network security breaches or viruses that penetrated TBDSSAB's defenses in Q2.

Information Management ensures that client information is accessible, accurate and available as mail delivery is an essential communication mechanism for the people TBDSSAB serves. The accuracy of mail delivery and receipt is important as it provides consistent and timely communication. The Error Rate KPI for mail delivery was established at 2% of all pieces of mail that are posted and relates to mail being returned to TBDSSAB due to incorrect addresses. The Error Rate for mail delivery in Q2 was 4.0% and continues to be impacted by the change in financial benefits' delivery (via electronic means). Administration continues to work on process updates to identify gaps in address validation or assist recipients in moving to a fully paperless process.

Recognizing that delays in Freedom of Information (FOI) requests can have repercussions on external processes, the KPI for completion of FOI requests within the legislated timeline is 100%. The result for Q2 was 100%.

Given TBDSSAB's commitment to environmental stewardship, its move to electronic documents for client records, as well as its continual review of processes to move more of its records to digital format, TBDSSAB expects to reduce the number of archive (paper) boxes over time. The annual target is based on the reduction in the number of boxes stored off-site per the approved destruction schedule; for 2024, the target is 5% or 150 boxes. The KPI is measured and reported at year end.

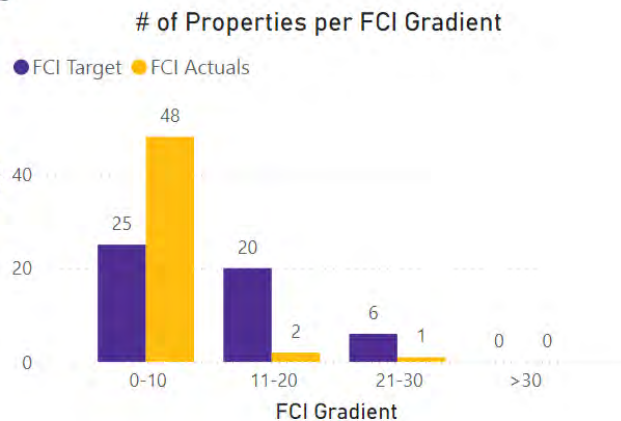
Infrastructure & Asset Management

To maximize financial stewardship decision making relative to long term sustainable planning for TBDSSAB's physical assets and to maximize the efficiency and effectiveness of asset life cycle performance

System Failures Based on Incomplete or Substandard Preventative Maintenance Plans

0 ✓
Goal: 0.00

To maximize system performance and effective risk management across the spectrum of physical assets



Preventative Maintenance plans are key to ensuring TBDSSAB's investment in physical capital assets is maintained to maximize system performance and effective risk management. This further supports the ability to implement long-term capital planning processes. The target is to have zero system failures on large mechanical equipment

such as elevators, generators, make-up air, and domestic water heater systems. In Q2, this target was met.

With its significant investment in physical capital assets, maximizing system performance is key to enhancing a long-term capital planning program. Situations that require immediate or emergency work negate long term physical and financial sustainability. Measuring the condition (Facility Condition Index (FCI)) of the physical assets is the KPI. The KPI was updated in 2024 to track the movement to the desired outcome for all properties and shows the effectiveness of long-term capital plans and the related financial sustainability of capital plans. Because this indicator is impacted by the capital program, it is normally measured on an annual basis after capital budget projects have been completed. With the updated Building Condition Assessments in 2024, current targets for the percentage of properties within each FCI gradient was positively exceeded. The benchmark will be reviewed at year end based on the 2024 Building Condition Assessment results.

C. Office Headquarters Building Operations

Table 5, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for the Office Headquarters Building Operations.

Table 5:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	126.7	126.7	-	0.0%	253.4	253.4	-	0.0%
Ontario Works	485.7	485.7	-	0.0%	971.4	971.4	-	0.0%
Child care and early years programs	35.2	35.2	-	0.0%	70.4	70.4	-	0.0%
Housing programs	56.3	56.3	-	0.0%	112.6	112.6	-	0.0%
Total Allocation	703.9	703.9	-	0.0%	1,407.8	1,407.8	-	0.0%
Financing								
Other revenue	1.8	1.5	(0.3)	-15.1%	3.5	3.5	-	0.0%
From (to) reserve funds	(103.6)	(103.6)	-	0.0%	(207.1)	(207.1)	-	0.0%
Imputed rent adjustment	(102.5)	(136.3)	(33.8)	33.0%	(204.9)	(227.1)	(22.2)	10.8%
Total Financing	(204.3)	(238.4)	(34.1)	16.7%	(408.5)	(430.7)	(22.2)	5.4%
Expenses								
Interest on long-term debt	37.0	24.0	13.0	35.2%	73.9	72.0	1.9	2.6%
Materials	274.7	255.0	19.6	7.1%	549.3	530.0	19.3	3.5%
Loan principal repayment	157.5	156.0	1.5	1.0%	315.0	314.0	1.0	0.3%
Internal administrative expense	30.6	30.6	-	0.0%	61.1	61.1	-	0.0%
Total Expenses	499.7	465.5	34.1	6.8%	999.3	977.1	22.2	2.2%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to Office Headquarters Building Operations are allocated to programs as an Imputed Rent, based on a predetermined calculation approved through the annual Operating Budget. Overall, expenses were under budget in Q2 but are forecast to be materially on budget at year-end.

D. Integrated Social Services Program Support

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

Table 6, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for ISS Program Support.

Table 6:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	85.0	81.4	(3.6)	-4.3%	170.0	165.2	(4.8)	-2.8%
Ontario Works	491.1	473.0	(18.1)	-3.7%	982.2	950.3	(31.9)	-3.2%
Child care and early years programs	191.7	167.8	(23.8)	-12.4%	383.3	355.2	(28.1)	-7.3%
Housing programs	233.2	212.0	(21.2)	-9.1%	466.4	441.4	(25.0)	-5.4%
Total Allocation	1,001.0	934.2	(66.8)	-6.7%	2,001.9	1,912.1	(89.8)	-4.5%
Financing								
Other revenue	-	-	-	n/a	-	-	-	n/a
Total Financing	-	-	-	n/a	-	-	-	n/a
Expenses								
Personnel services	1,206.8	1,113.2	93.5	7.8%	2,413.5	2,326.0	87.5	3.6%
Materials	32.3	22.8	9.5	29.4%	64.5	62.2	2.3	3.6%
Contract services	-	-	-	n/a	-	-	-	n/a
Total Expenses	1,239.0	1,136.0	103.0	8.3%	2,478.0	2,388.2	89.8	3.6%
Recoveries								
From homelessness programs	238.1	201.8	36.3	15.2%	476.1	476.1	-	0.0%
Total Expenses Less Recoveries	1,001.0	934.2	66.8	6.7%	2,001.9	1,912.1	89.8	4.5%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to ISS Program Support are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for Q2 and the full-year forecast include:

Personnel Services	Forecast \$87,500 (3.6%) favourable
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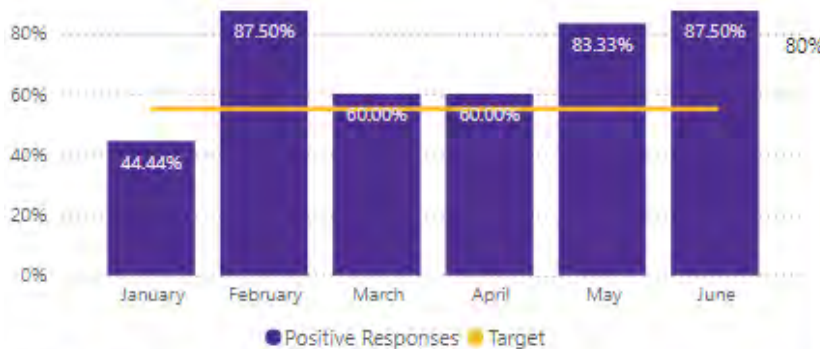
Personnel Services costs were lower than budget in Q2 and are forecast to be under budget by \$87,500 at year-end due to temporarily vacant positions throughout the year, primarily in the Data & Research department. Vacant positions are now filled.

Key Performance Indicators

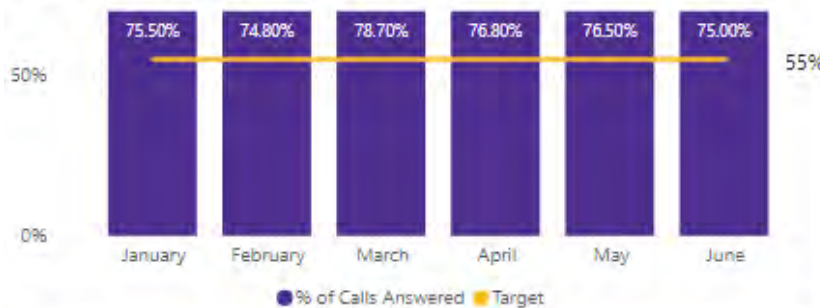
Intake & Eligibility

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

% of Positive Intake Satisfaction Survey Responses When Asked If Needs Were Addressed



% of Incoming Calls Answered by Staff Month



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

Housing Waitlist Applications Processed within 10 Business Days*

100.0% ✓
Goal: 70.0% (+42.86%)

* Applications received in the quarter

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

In February of 2023, the online housing application process was implemented. The target is 70% of the housing applications will be processed within 10 business days; For Q2, the target has been exceeded as 100% of the housing applications were processed within 10 business days.

Through outreach and engagement, staff work with people experiencing homelessness or at risk of homelessness to find more permanent housing solutions. Administration is currently working to update the collection process for the KPI relative to the Transitional Outreach and Support Worker caseload for contacts with people not included in the official caseload.

E. Social Assistance

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

Table 7, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q2, and are forecast to be lower than budget at year end, with a favourable variance projected to year-end of \$141,100.

Table 7:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	1,838.3	1,838.3	-	0.0%	3,676.5	3,676.5	-	0.0%
Provincial grants	15,444.8	15,328.5	(116.3)	-0.8%	30,889.5	30,763.7	(125.8)	-0.4%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	70.7	94.0	23.3	33.0%	141.4	156.7	15.3	10.8%
Total Financing	17,353.7	17,260.7	(93.0)	-0.5%	34,707.4	34,596.9	(110.5)	-0.3%
Expenses								
Personnel services	1,988.5	1,868.8	119.7	6.0%	3,977.0	3,780.2	196.8	4.9%
Materials	242.3	213.9	28.4	11.7%	484.6	493.6	(9.0)	-1.9%
Contract services	2.5	-	2.5	100.0%	5.0	5.0	-	0.0%
Rents and financial expenses	53.6	65.4	(11.8)	-22.0%	107.2	107.2	-	0.0%
External transfers	12,602.5	12,590.2	12.3	0.1%	25,205.0	25,315.4	(110.4)	-0.4%
Internal administration allocation	2,044.1	1,991.4	52.7	2.6%	4,088.2	3,914.0	174.2	4.3%
Imputed rent recovery	485.7	485.7	-	0.0%	971.4	971.4	-	0.0%
Total Expenses	17,419.2	17,215.3	203.9	1.2%	34,838.4	34,586.8	251.6	0.7%
Recoveries								
From homelessness programs	65.5	26.4	(39.1)	-59.6%	131.0	131.0	-	0.0%
Total Expenses Less Recoveries	17,353.7	17,188.8	164.9	1.0%	34,707.4	34,455.8	251.6	0.7%
Excess (Deficiency) of Revenues over Expenses	-	71.9	71.9	n/a	-	141.1	141.1	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q2 and the full-year forecast include:

Personnel Services	Forecast \$196,800 (4.9%) favourable
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Personnel Services costs were lower than budget in Q2 and are forecast to be under budget by \$196,800 at year-end due to temporarily vacant positions throughout the year.

External Transfers **Forecast \$110,400 (0.4%) unfavourable**

External Transfer expenses were lower than budget in Q2 and are forecast to be over budget by \$110,400 at year-end, specifically related to Employment Related Expenses. Positive interactions with clients have resulted in more engagement in employment activities, resulting in more support being issued. OW financial assistance is 100% provincially funded, so there is no impact on the levy to Municipalities and TWOMO.

Internal Administration Allocation **Forecast \$174,200 (4.3%) favourable**

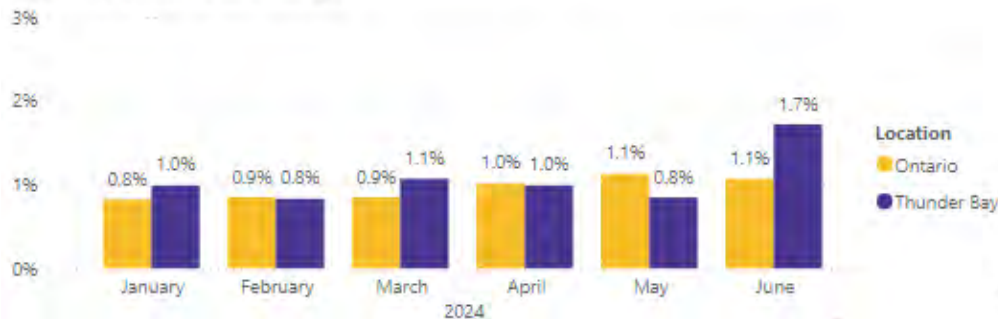
Internal Administration is comprised of Board, Office of the Chief Executive Officer, Corporate Services, and ISS Program Support. These costs are allocated to programs based on a predetermined weighting approved through the annual Operating Budget.

Key Performance Indicators

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

Average % of caseload exiting to employment - Performance Report

Target: Higher than Ontario Average

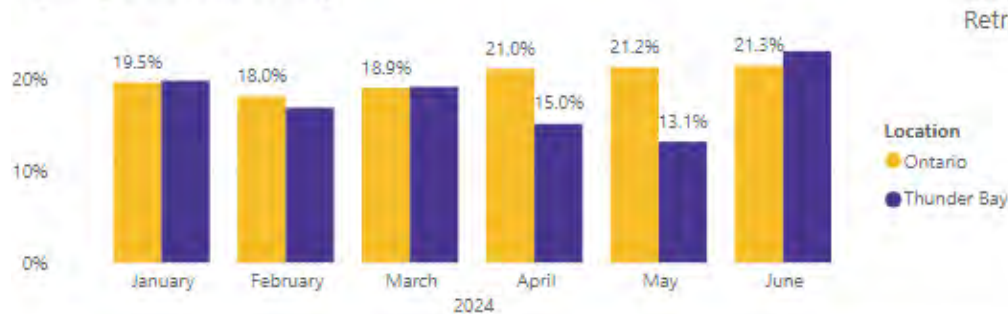


2.4%

of Caseload Exiting to Employment - including Retroactive Case Closures

Average % of terminations exiting to employment - Performance Report

Target: Higher than Ontario Average



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

Ontario Works is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. The Social Assistance Program KPIs include the percentage of caseload exiting to employment in comparison to the Provincial average. For Q2, the percentage of caseload exiting to employment is 2.4% compared to the Provincial average of 0.97%.

A mandatory Common Assessment Tool is currently being developed and will eventually be mandatory for caseworkers to complete with each adult of the benefit unit. This will provide a more accurate picture of the caseload employment readiness. This KPI will be reported once the tool is ready.

To provide a respectful, supportive environment for all clients accessing TBDSSAB services

96.1%

of respondents that answered positively to the question "Are Staff Friendly, Courteous and Helpful?"

To deliver the OW program in accordance with legislation and regulations

% of Form 1 Complete by Month of Review



Ontario Works Legislation requires a full financial update to all client files at least once every 24 months. Administration has developed supplemental controls including a monthly check on the Form 1 application for a portion of active cases to ensure the update has been completed. For Q2, 4% of the reviewed files were not updated within 24 months. It is important to note that the majority of overdue Form 1s are due to missed appointments by the recipient and their assistance is suspended until they attend and complete the update. Assistance is not issued for those who are overdue except under exceptional circumstances.

Administration uses client-surveys to determine the overall satisfaction of experiences with social assistance. Administration completed the bi-annual survey in 2023 where the results were positive. The next survey is scheduled for 2025.

F. Child Care and Early Years

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

Table 8, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances, and year-end projections for child care and early years' programs. Overall, child care and early years' program expenses were lower than budget in Q2 and are forecast to be less than budget by \$2,681,600 at year-end, with a projected favourable operating levy variance of \$31,900 at year end.

Table 8:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	642.0	642.0	-	0.0%	1,283.9	1,283.9	-	0.0%
Federal grants	5,747.8	3,990.8	(1,757.0)	-30.6%	11,495.6	8,810.7	(2,684.9)	-23.4%
Provincial grants	7,758.7	8,092.9	334.2	4.3%	15,517.3	15,551.3	34.0	0.2%
From (to) reserve funds	25.0	-	(25.0)	-100.0%	50.0	50.0	-	0.0%
Imputed rent adjustment	5.1	6.8	1.7	33.6%	10.2	11.4	1.2	11.8%
Total Financing	14,178.5	12,732.5	(1,446.0)	-10.2%	28,357.0	25,707.3	(2,649.7)	-9.3%
Expenses								
Personnel services	221.2	180.3	40.8	18.5%	442.3	411.4	30.9	7.0%
Materials	25.4	31.3	(5.9)	-23.2%	50.8	51.5	(0.7)	-1.4%
Contract services	2.4	-	2.4	100.0%	4.7	4.7	-	0.0%
External transfers	13,529.7	12,054.7	1,475.0	10.9%	27,059.3	24,446.4	2,612.9	9.7%
Internal administration allocation	542.4	516.5	25.8	4.8%	1,084.7	1,046.2	38.5	3.5%
Imputed rent recovery	35.2	35.2	-	0.0%	70.4	70.4	-	0.0%
Total Expenses	14,356.1	12,818.0	1,538.1	10.7%	28,712.2	26,030.6	2,681.6	9.3%
Recoveries								
Other recoveries	177.6	177.6	-	0.0%	355.2	355.2	-	0.0%
Total Expenses Less Recoveries	14,178.5	12,640.4	1,538.1	10.8%	28,357.0	25,675.4	2,681.6	9.5%
Excess (Deficiency) of Revenues over Expenses	-	92.0	92.0	n/a	-	31.9	31.9	n/a

Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q2 and the full-year forecast include:

External Transfers	Forecast \$2,612,900 (9.7%) favourable
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External transfers for child care and early years were less than budget in Q2 and are expected to be less than budget at year-end due mainly to CWELCC advances being less than expected. Total enrollment in licensed child care has been lower than expected and as a result, less CWELCC has been advanced to child care operators. Lower

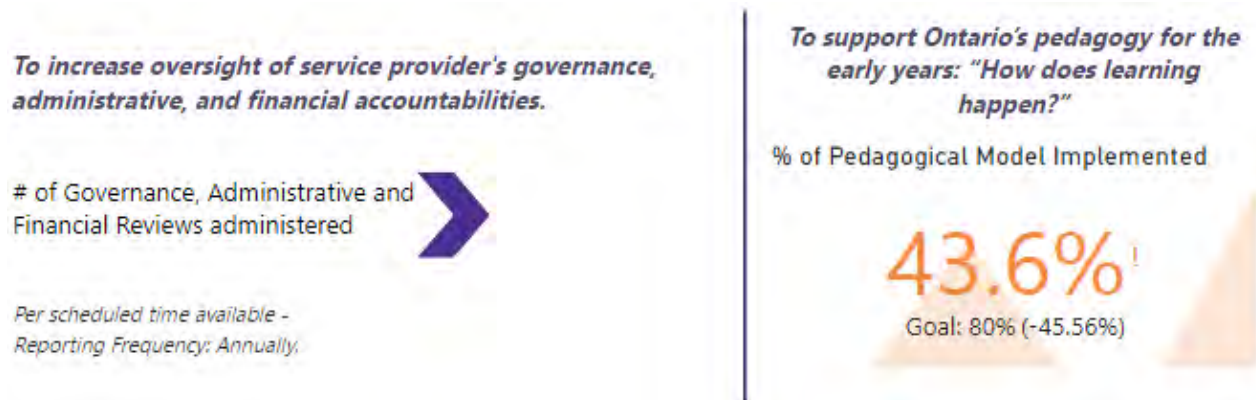
enrollment is expected to continue through 2024 as workforce constraints are preventing child care operators from operating at full capacity. Administration continues to work through the process to implement the CWELCC. A further breakdown of External Transfers is provided in Table 9, below:

Table 9:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Fee Subsidy	1,000.0	530.6	469.4	46.9%	2,000.0	1,117.9	882.1	44.1%
Special Needs	771.8	771.6	0.2	0.0%	1,543.6	1,543.6	-	0.0%
General Operating	3,988.6	4,264.2	(275.6)	-6.9%	7,977.2	8,908.3	(931.1)	-11.7%
Occupancy Incentive	-	-	-	n/a	-	-	-	n/a
Wage Enhancement	612.6	1,289.1	(676.5)	-110.4%	1,225.2	1,289.2	(64.0)	-5.2%
Other	196.8	55.4	141.4	71.9%	393.6	394.6	(1.0)	-0.3%
Workforce Funding	-	-	-	n/a	-	-	-	n/a
Federal Safe Restart	-	-	-	n/a	-	-	-	n/a
Early Learning and Child Care	-	-	-	n/a	-	-	-	n/a
EarlyON	1,124.4	1,063.5	60.9	5.4%	2,248.8	2,248.8	-	0.0%
Journey Together	588.7	588.6	0.1	0.0%	1,177.4	1,177.4	-	0.0%
CWELCC	5,246.8	3,491.6	1,755.1	33.5%	10,493.5	7,766.6	2,726.9	26.0%
Total	13,529.7	12,054.7	1,475.0	10.9%	27,059.3	24,446.4	2,612.9	9.7%

Key Performance Indicators

The role of the Service Manager is to maximize accessibility and affordability of child care for children and families in the District of Thunder Bay.



Administration has oversight of service providers governance, administrative, and financial accountability. Administration is targeting to have six (6) operational reviews completed in 2024 and the KPI will be reported at the end of the year.

TBDSSAB's pedagogical model has been implemented and Administration is targeting 80% of service providers showing improvement over time using the Capacity Building Rubric. In Q2 the percentage implemented was 43.6%. Administration anticipates the percentage will go up as more service providers are educated on using the Capacity Building Rubric, as well as a staff vacancy being filled in the department.

Increase the number of available licensed home child care spaces*

of Licensed Home Child Care Spaces



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

Reporting frequency: Annually.

To increase Child Care and Early Years' Staff Capacity

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



Reporting frequency: Annually.

Administration has set a growth target for Canada Wide Early Learning Child Care (CWELCC) for 2024 to increase the number of available licensed home child care spaces. The target for 2024 is five (5) homes with thirty (30) licensed spaces which will be reported at the end of the year.

Administration uses staff surveys to determine the learning needs of staff to build capacity through professional learning. Administration will also conduct satisfaction surveys to educators to assess if the professional learning met their needs and a target of 75% has been set. In Q2 no professional learning surveys were carried out as administration was working on defining parameters surrounding the indicators. Reporting will be done in Q4.

G. Housing Programs

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

Table 10, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances and year-end projections for Housing Programs.

Table 10:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	4,364.3	4,364.3	-	0.0%	8,728.5	8,728.5	-	0.0%
Federal grants	3,826.1	2,919.6	(906.5)	-23.7%	7,652.2	7,263.0	(389.2)	-5.1%
Provincial grants	8,797.5	3,739.2	(5,058.2)	-57.5%	17,594.9	17,813.8	218.9	1.2%
Other revenue	30.0	-	(30.0)	-100.0%	60.0	-	(60.0)	-100.0%
From (to) reserve funds	30.0	25.0	(5.0)	-16.7%	60.0	60.0	-	0.0%
Prior year surplus	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	8.2	10.9	2.7	33.0%	16.4	18.1	1.7	10.4%
Total Financing	17,056.0	11,059.0	(5,997.0)	-35.2%	34,112.0	33,883.4	(228.6)	-0.7%
Expenses								
Personnel services	257.7	279.4	(21.7)	-8.4%	515.3	536.6	(21.3)	-4.1%
Materials	1,042.6	694.2	348.4	33.4%	2,085.2	2,265.1	(179.9)	-8.6%
Contract services	5.0	6.3	(1.3)	-25.7%	10.0	14.9	(4.9)	-49.0%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	14,703.3	9,309.9	5,393.4	36.7%	29,406.5	28,868.5	538.0	1.8%
Internal administration allocation	1,370.7	1,125.9	244.8	17.9%	2,741.3	2,812.1	(70.8)	-2.6%
Imputed rent recovery	56.3	56.3	-	0.0%	112.6	112.6	-	0.0%
Total Expenses	17,435.5	11,471.9	5,963.6	34.2%	34,870.9	34,609.8	261.1	0.7%
Recoveries								
From housing programs	56.8	76.6	19.8	35.0%	113.5	224.0	110.5	97.4%
From homelessness programs	322.7	164.8	(157.9)	-48.9%	645.4	649.2	3.8	0.6%
Total Expenses Less Recoveries	17,056.0	11,230.5	5,825.5	34.2%	34,112.0	33,736.6	375.4	1.1%
Excess (Deficiency) of Revenues over Expenses	-	(171.5)	(171.5)	n/a	-	146.8	146.8	n/a

Overall, Housing Program expenses were lower than budget in Q2, and are forecast to have a favourable operating levy variance of \$146,800 at year-end. Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses.

Expense highlights for Q2 and the full-year forecast include:

Materials **Forecast \$179,900 (8.6%) unfavourable**

Materials were lower than budget in Q2 and are expected to be \$179,900 higher than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
OPHI	107.5	213.7	(106.2)	-98.9%	214.9	858.0	(643.1)	-299.3%
COCHI	921.3	453.4	467.9	50.8%	1,842.6	1,370.6	472.0	25.6%
Other	13.9	27.1	(13.2)	-95.6%	27.7	36.5	(8.8)	-31.8%
Total	1,042.6	694.2	348.4	33.4%	2,085.2	2,265.1	(179.9)	-8.6%

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

External Transfers **Forecast \$538,000 (1.8%) favourable**

External transfers for Housing Programs were lower than budget in Q2 and are expected to be \$538,000 lower than budget at year-end. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Provincial Reformed	2,573.4	2,616.4	(43.1)	-1.7%	5,146.7	5,228.1	(81.4)	-1.6%
Former Provincial Reformed	194.4	218.7	(24.4)	-12.5%	388.7	441.7	(53.0)	-13.6%
Urban Native housing program	523.9	562.8	(39.0)	-7.4%	1,047.7	1,056.9	(9.2)	-0.9%
Private landlord rent supplement	1,241.3	1,234.9	6.4	0.5%	2,482.5	2,431.1	51.4	2.1%
Non-profit rent supplement	403.9	394.5	9.4	2.3%	807.7	756.8	50.9	6.3%
Portable Housing Benefit	564.9	514.4	50.5	8.9%	1,129.8	1,080.0	49.8	4.4%
IAH Ontario Renovates	250.0	117.5	132.5	53.0%	500.0	500.8	(0.8)	-0.2%
OPHI Ontario Renovates	377.0	208.4	168.5	44.7%	753.9	208.9	545.0	72.3%
COCHI capital repairs	441.7	114.8	327.0	74.0%	883.4	846.7	36.7	4.2%
COCHI rent supplement	456.1	416.3	39.8	8.7%	912.1	877.3	34.8	3.8%
COCHI transitional operating	47.0	49.1	(2.1)	-4.4%	94.0	94.0	-	0.0%
Reaching Home	30.0	-	30.0	100.0%	60.0	-	60.0	100.0%
HPP Operating	3,023.8	2,809.9	213.9	7.1%	6,047.6	6,193.8	(146.2)	-2.4%
HPP Capital	4,523.9	-	4,523.9	100.0%	9,047.7	9,047.7	-	0.0%
Home for Good	52.4	52.4	(0.0)	0.0%	104.7	104.7	-	0.0%
Total	14,703.3	9,309.9	5,393.4	36.7%	29,406.5	28,868.5	538.0	1.8%

In early 2024, TBDSSAB received notice from the Province that its allocation for COCHI, OPHI and COHB would not proceed. At that time, the Board approved certain amounts to be funded from Reserve Funds so that certain projects could proceed. The COCHI and OPHI are 100% Federally funded so there is no impact on the levy.

Key Performance Indicators

The role of the Service Manager is to maintain and grow the supply of affordable housing units in the District of Thunder Bay. The Service Manager also provides support for people experiencing homelessness or at risk of homelessness through outreach and engagement.

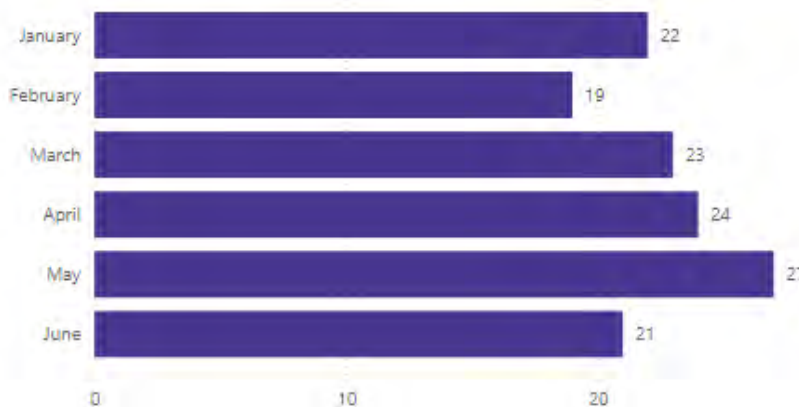
Net New Housing Supports*



In the second quarter of 2024, Housing Programs staff have added 67 Portable Housing Benefits and Private Landlord Rent Supplements, exceeding the target by 37. The majority of these additions have come by way of Portable Housing Benefits as the low vacancy rate in the private market and corresponding high rental rates has made it challenging to attract landlords to the program.

Number of People Experiencing Chronic Homelessness Using a Shelter

Target: Decrease in number of people experiencing chronic homelessness using shelter



To support people experiencing homelessness or at risk of homelessness through outreach and engagement

41

YTD Total Unique Individuals Experiencing Chronic Homelessness Served at Shelters

In support of the Province's goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters. Through outreach and engagement, staff work with these individuals to find more permanent housing solutions. The number of people experiencing chronic homelessness using a shelter have trended higher in Q2.

To provide a respectful, supportive environment for all clients accessing TBDSSAB services

Active Clients on the By Name List Over Time

Target: Decrease in active clients experiencing homelessness

Active Clients on the By Name List at the end of Q4

-to be reported at Q4

H. Direct-Owned Community Housing Building Operations

TBDSSAB operates and maintains 2,493 direct-owned housing units throughout the District of Thunder Bay. Table 13, below, shows the 2024 Operating Budget revenues and expenditures, second quarter variances, and year-end projections for direct-owned Community Housing building operations.

Overall, direct-owned Community Housing building operation expenses were more than budget in Q2 and are expected to be \$702,800 higher than budget at year-end which will result in an unfavourable program levy operating variance of \$319,800.

Table 13:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	5,972.1	5,972.1	-	0.0%	11,944.1	11,944.1	-	0.0%
Federal grants	1,098.0	1,098.0	-	0.0%	2,196.0	2,196.0	-	0.0%
Provincial grants	-	-	-	n/a	-	-	-	n/a
Rents	5,767.8	5,745.4	(22.3)	-0.4%	11,535.5	11,571.5	36.0	0.3%
Other revenue	147.2	130.9	(16.3)	-11.1%	294.3	322.3	28.0	9.5%
From (to) reserve funds	(1,125.1)	(1,203.5)	(78.4)	7.0%	(2,250.1)	(1,935.1)	315.0	-14.0%
Imputed rent adjustment	18.5	24.5	6.1	33.0%	36.9	40.9	4.0	10.8%
Total Financing	11,878.4	11,767.4	(110.9)	-0.9%	23,756.7	24,139.7	383.0	1.6%
Expenses								
Personnel services	2,003.1	1,929.6	73.5	3.7%	4,006.1	3,933.6	72.5	1.8%
Interest on long-term debt	50.0	50.4	(0.4)	-0.8%	100.0	98.2	1.8	1.8%
Materials	8,092.8	8,646.7	(554.0)	-6.8%	16,185.5	17,345.3	(1,159.8)	-7.2%
Contract services	5.0	-	5.0	100.0%	10.0	10.0	-	0.0%
Rents and financial expenses	4.8	(243.7)	248.5	5177.1%	9.6	(238.8)	248.4	2587.5%
External transfers	35.7	27.4	8.3	23.3%	71.4	71.4	-	0.0%
Loan principal repayment	913.9	967.4	(53.5)	-5.9%	1,827.8	1,806.9	20.9	1.1%
Internal administration allocation	996.2	939.7	56.5	5.7%	1,992.3	1,878.9	113.4	5.7%
Imputed rent recovery	126.7	126.7	-	0.0%	253.4	253.4	-	0.0%
Total Expenses	12,228.1	12,444.2	(216.1)	-1.8%	24,456.1	25,158.9	(702.8)	-2.9%
Recoveries								
Recovery from Ontario Works progra	143.6	143.6	-	0.0%	287.2	287.2	-	0.0%
Recovery from homelessness progra	196.2	196.2	-	0.0%	392.4	392.4	-	0.0%
Recovery from building overhead	9.9	9.9	-	0.0%	19.8	19.8	-	0.0%
Total Expenses Less Recoveries	11,878.4	12,094.5	(216.1)	-1.8%	23,756.7	24,459.5	(702.8)	-2.9%
Excess (Deficiency) of Revenues over Expenses	-	(327.0)	(327.0)	n/a	-	(319.8)	(319.8)	n/a

Highlights for Q2 and the full-year forecast include:

Personnel Services Forecast **\$72,500 (1.8%) favourable**

Personnel Services expenses were lower than budget in Q2 and are forecast to be under budget by \$72,500 at year-end due to temporarily vacant positions throughout the year.

Materials **Forecast \$1,159,800 (7.2%) unfavourable**

Materials costs were higher than budget in Q2 and are expected to be \$1,159,800 higher than budget at year-end. A further breakdown of this variance is provided in Table 14, below:

Table 14:

Description	Year-To-Date				Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
Repairs and maintenance	1,151.0	1,532.4	(381.4)	-33.1%	2,301.9	2,839.9	(538.0)	-23.4%
Operating services	1,128.2	1,346.9	(218.7)	-19.4%	2,256.4	2,901.9	(645.5)	-28.6%
Insurance	523.8	508.6	15.2	2.9%	1,047.5	1,047.5	-	0.0%
Gas	381.5	446.3	(64.8)	-17.0%	762.9	766.4	(3.5)	-0.5%
Electricity	959.3	1,044.8	(85.5)	-8.9%	1,918.5	1,918.5	-	0.0%
Water	889.5	866.6	22.9	2.6%	1,779.0	1,776.5	2.5	0.1%
Hot water tanks	52.6	38.8	13.8	26.3%	105.2	105.2	-	0.0%
Municipal taxes	2,848.6	2,704.7	143.8	5.0%	5,697.1	5,697.1	-	0.0%
Other	158.5	157.7	0.8	0.5%	317.0	292.3	24.7	7.8%
Total	8,092.8	8,646.7	(554.0)	-6.8%	16,185.5	17,345.3	(1,159.8)	-7.2%

The anticipated unfavourable variance is due primarily to over-spending within Repairs and Maintenance and Operating Services, specifically related to the following:

Repairs and maintenance variance is anticipated to be unfavourable due to:

- electrical repairs higher than budget by \$176,600 due to electrical standards compliance,
- plumbing repairs higher than budget \$118,500,
- door repairs higher than budget by \$118,200, and
- mechanical repairs being higher than budget \$97,000.

Operating services variance is anticipated to be unfavourable due to:

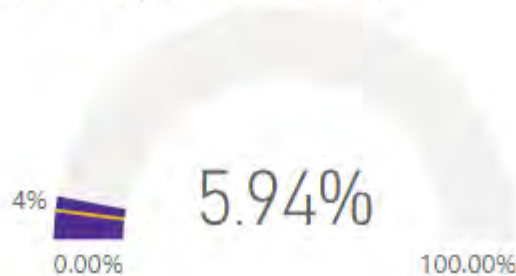
- building security higher than budget by \$315,000 which will be covered from reserve funds,
- pest control higher than budget by \$112,400 due to increased rodent control measures,
- waste removal higher than budget by \$68,900 due to additional costs associated with having to dispose of waste through contracted services as garbage collection services were cut off by the City of Thunder Bay at certain properties, and
- life safety systems being higher than budget by \$66,300 due to additional emergency backup generator services based on regulatory compliance.

Key Performance Indicators

TBDSSAB provides safe, well-maintained, affordable housing options for tenants and creates vibrant communities through tenant engagement.

To provide clean, safe, well-maintained, affordable housing options for tenants

Total Vacancy Rate for the Quarter

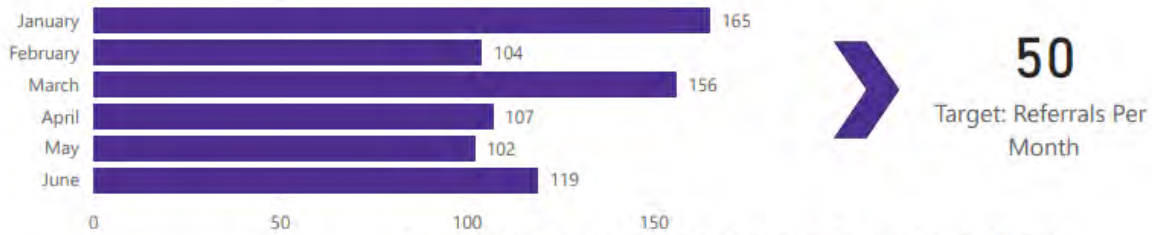


Vacancies in TBDSSAB-owned housing units occurs throughout the year as tenants leave community housing or are transferred into other community housing units. Once a tenant moves out, the unit is assessed, and necessary repairs are made. Timely turnaround is important to ensure those individuals and families in need can be housed. Administration had established a target of 4% vacancy. In Q2 the vacancy rate was 5.94%. Although Administration has continued to focus on the unit turnover process, continual vacancies in the position responsible for the project management of move outs, as well as historic vacancies in custodian and repairperson positions, has and will continue to hamper progress in this area. Administration is working to enhance various aspects of the turn over process, including the development of performance standards and related performance measures relative to turnovers.

Administration uses tenant-surveys to determine the overall satisfaction of experiences in the direct-owned housing. Administration has completed the 2024 survey and will report this KPI at Q3.

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

Tenant Referrals Made to Services by Month



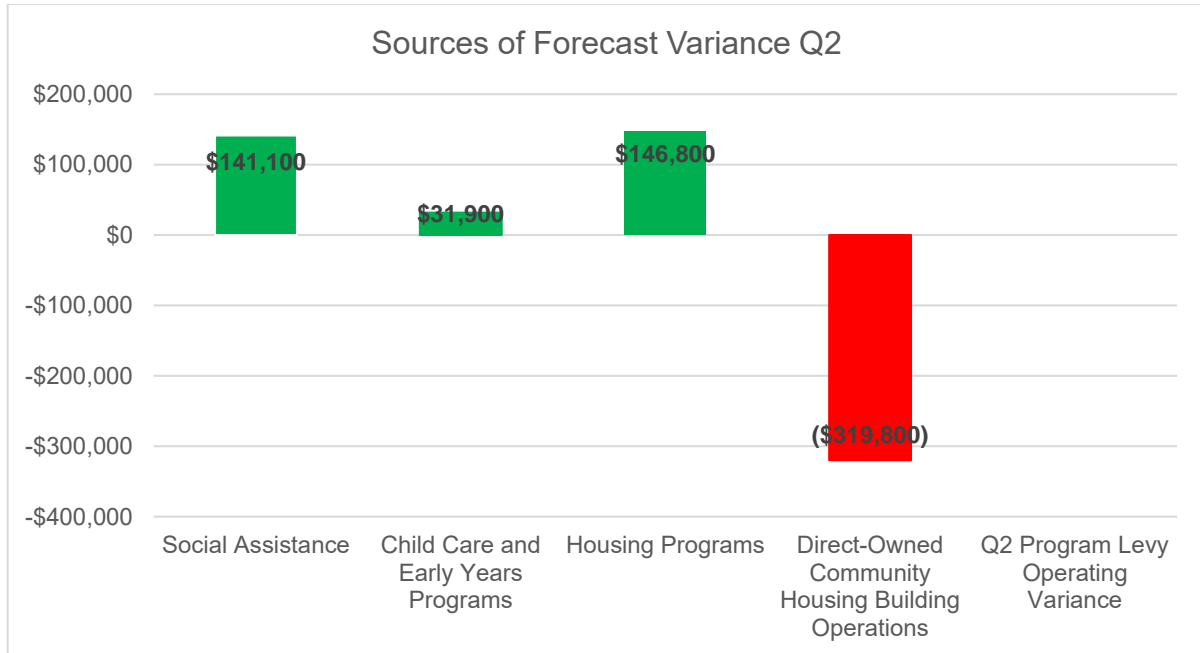
Community Partners with Services in Properties by Month



The number of referrals from Tenant Support Workers to external agencies is targeted at 20 community partners for 2024. The number of agencies providing direct services within TBDSSAB properties was 17 at the end of Q2 and is on track to meet or exceed the target for the year.

CONCLUSION

Through the 2024 Second Quarter Financial Report, Administration is projecting to be on budget for the 2024 year. The chart below summarizes the Q2 forecast levy operating surplus/deficit for 2024, by program:





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

**2024 SECOND QUARTER
FINANCIAL REPORT**

Capital Budget



INTRODUCTION

On December 19, 2023, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2024 Capital Budget which included 65 projects totaling \$4,845,000. This includes individual capital projects in the direct-owned community housing portfolio.

In 2024, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, the Canada Mortgage and Housing Corporation (CMHC), and the Canada-Ontario Community Housing Initiative (COCHI).

Also, subsequent to the 2023 year-end process, the Chief Executive Officer (CEO) approved 98 capital projects, totaling \$3,894,827 from the 2023 Capital Budget to be carried forward and completed in 2024/25.

A financial report is prepared and reported to the Board quarterly to provide a comparison of year-to-date status of the various components of the approved Capital budget.

2024 SECOND QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the six-month period ending June 30, 2024, this Report provides an indication of TBDSSAB's financial status in relation to the approved Capital Budget and plans.

Overall, in Q2, TBDSSAB has spent or committed \$1,286,200 towards capital projects (2024 Approved Capital Budget and Carryforward projects).

A. 2023 Carryforward Projects

Through the 2023 year-end process, the CEO approved the carryforward of 98 capital projects totaling \$3,894,827. At June 30, 2024, TBDSSAB had spent or committed \$1,077,136 related to 2023 capital carryforward projects. Ten (10) projects were completed. Of the remaining 88 projects:

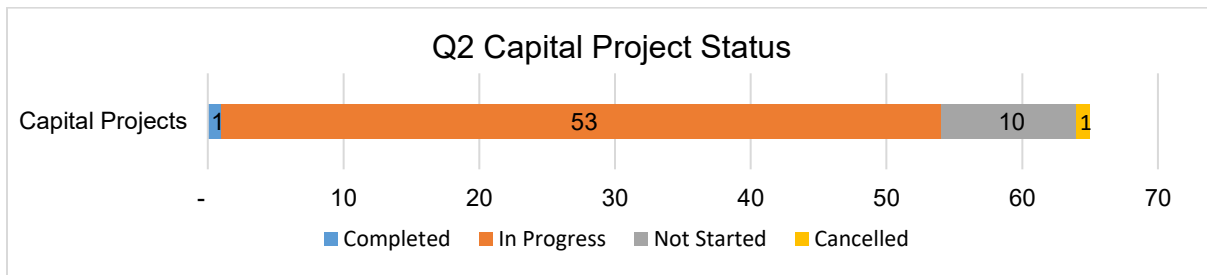
- Seventeen (17) were awarded and are in construction with completion expected later in 2024, or 2025;
- Six (6) have been tendered with completion expected later in 2024 or 2025;
- Eighteen (18) have been submitted to procurement for tendering;
- Forty-three (43) are in the review process or have been scoped;
- Four (4) projects have not yet been started.



B. 2024 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects totaling \$4,845,000. Based on the approved list, each project was reviewed and scheduled throughout the year to maximize procurement efficiency and project completion based on the nature of the project.

At June 30, 2024, \$209,051 or 4% of the approved capital budget had been spent or committed against the approved projects. Projects have been delayed as internal resources have been focused on making progress towards completion of the 2023 capital carryforward projects:



Of the 53 projects that are “in progress”, two (2) have been awarded, fourteen (14) were in the procurement stage, and thirty-seven (37) were in the scope/review stage as at June 30, 2024.

It is anticipated that most of the projects will be completed or awarded by the end of the year, or significant progress will be made towards completion, minimizing the carryforward requirement. However, supply chain issues and continued temporary vacancies in technical positions within the Infrastructure and Asset Management Department will likely result in several projects being carried forward and completed in 2025.

CONCLUSION

At June 30, 2024, approximately 57% of the 2023 carryforward capital projects were either completed, in construction, awarded, tendered, or are in the procurement stage.

Administration has developed an aggressive schedule with the intent that most capital projects are completed during this calendar year.

Any project that has not commenced by October 15, 2024, will be reviewed, and a determination will be made whether to proceed in 2024 or to defer to future years.



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

Fiduciary Responsibility Checklist

Year: 2024

[Supporting Documents](#)

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

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

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

Director - Corporate Services Division

12-Sep-24

Date

Chief Administrative Officer

12-Sep-24

Date

Report No. 2024-38 TBDSSAB Quarterly Operational Report

2nd Quarter Operational Report

April 1st – June 30th, 2024



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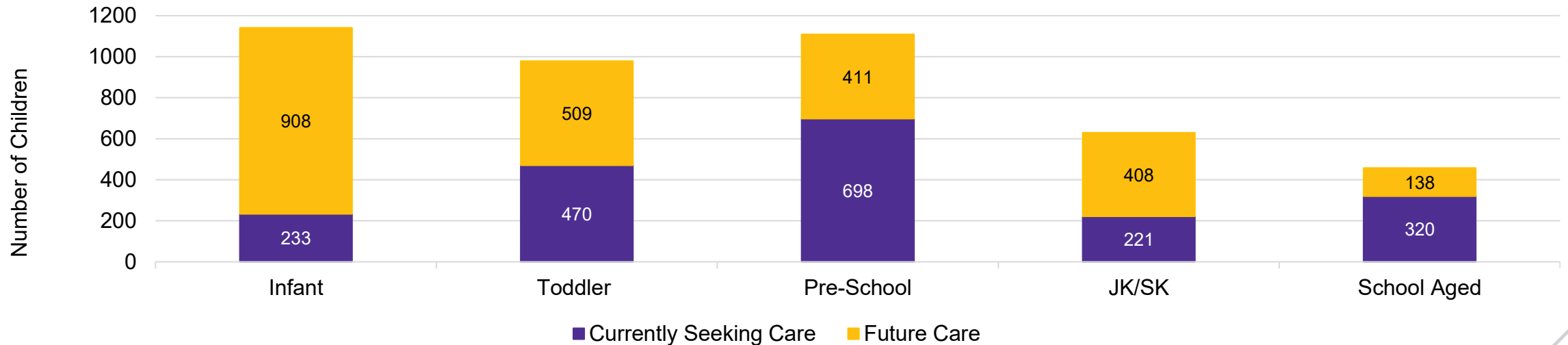


Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy	1,130	Number of Families for a Full Pay Space	2,510
Number of Families Applying Special Needs Services	49	Total Number of Placed Children in Q2	193

Total Child Care Waitlist and Children Currently Waiting for Care
(Individual/Unique Children)



Child Care and Early Years: Waitlist



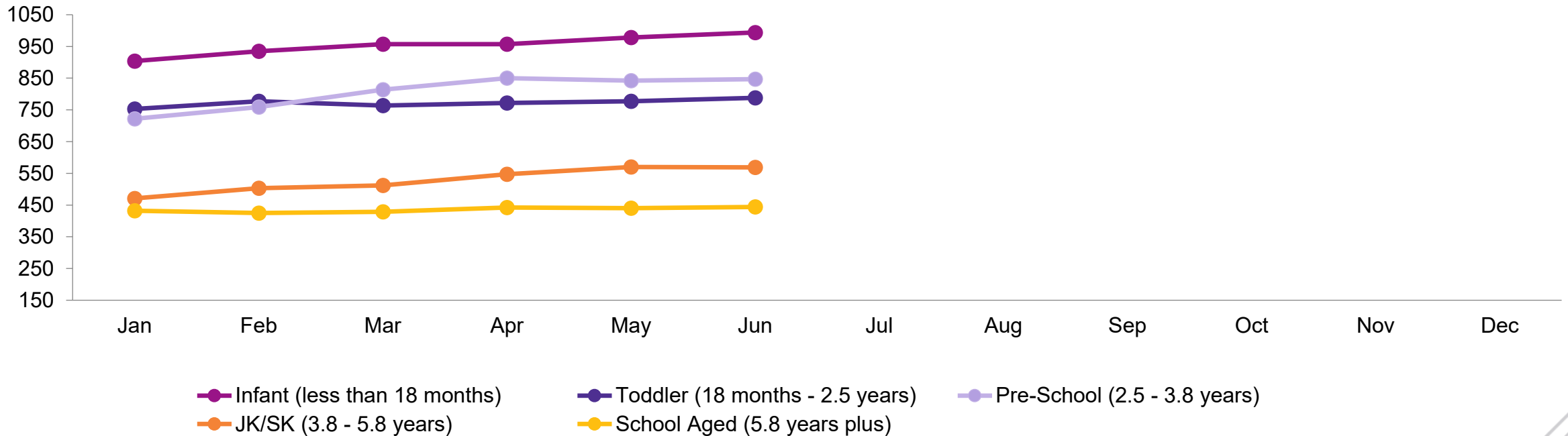
Total Waitlist as at end of Q2 2024

3,642

Percent of Waitlist Currently Seeking Care as at end of Q2 2024

45%

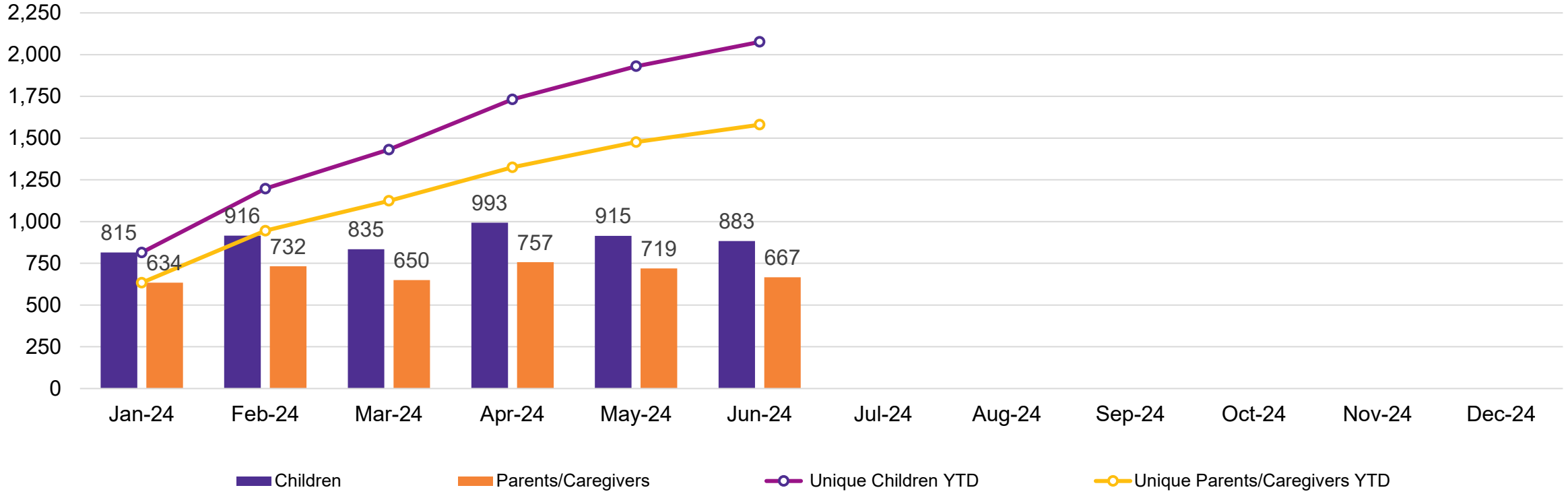
Total Waitlist Trends by Program: 2024



Child Care and Early Years: EarlyON



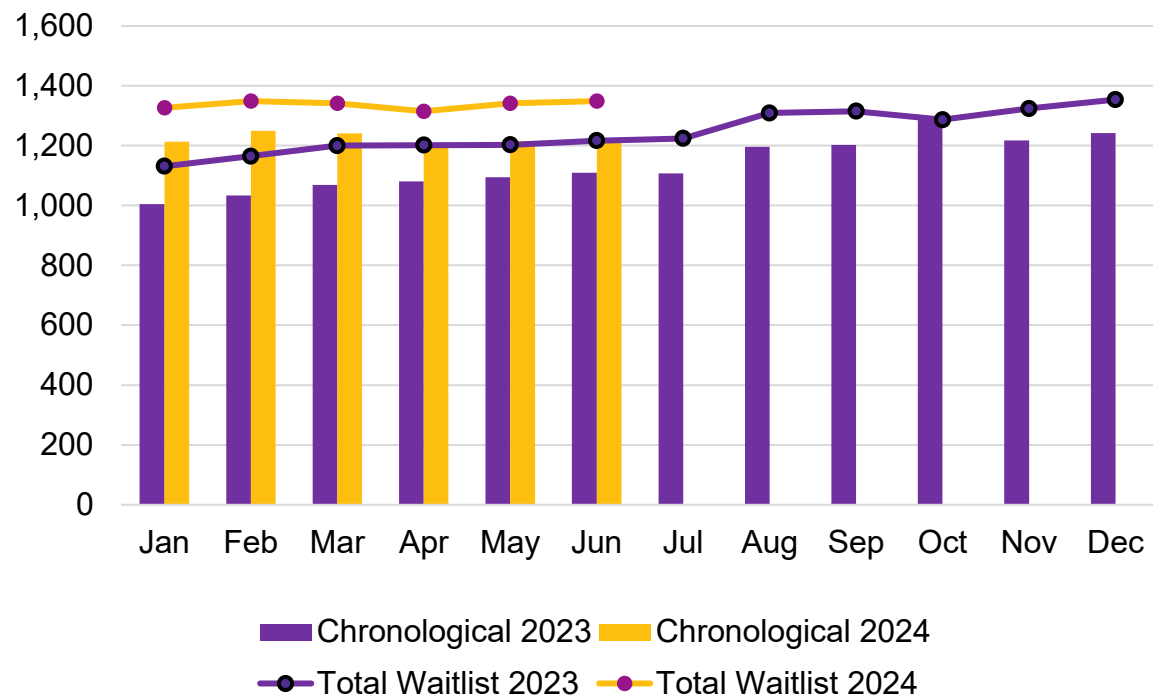
Children and Parents Who Attended an EarlyON Centre in the District of Thunder Bay



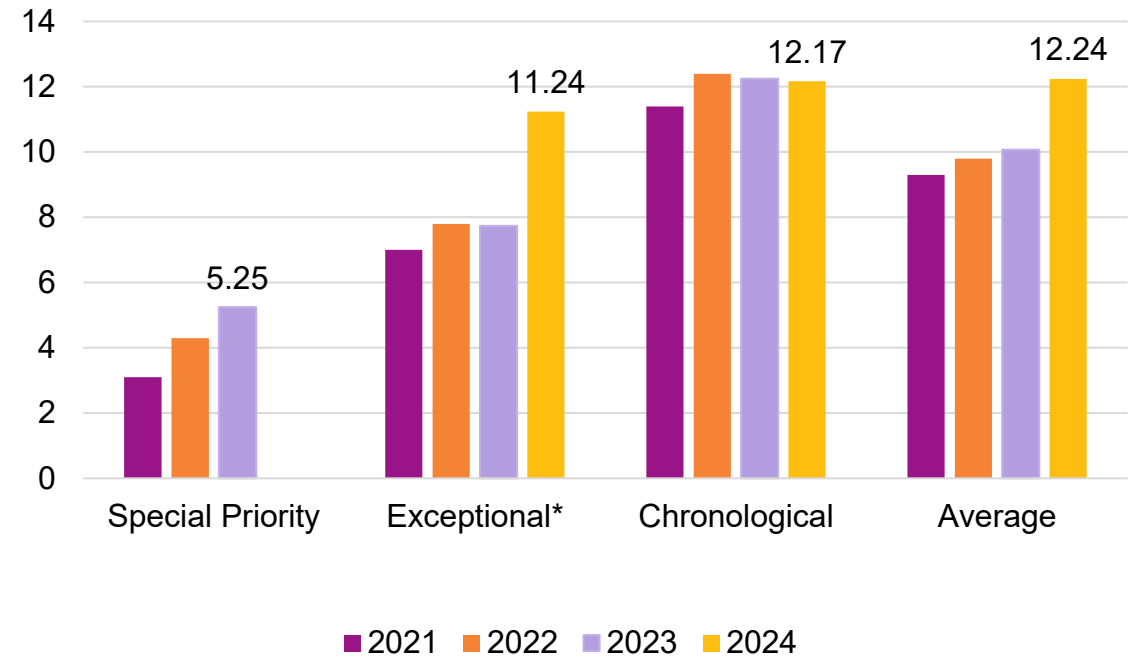
Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months



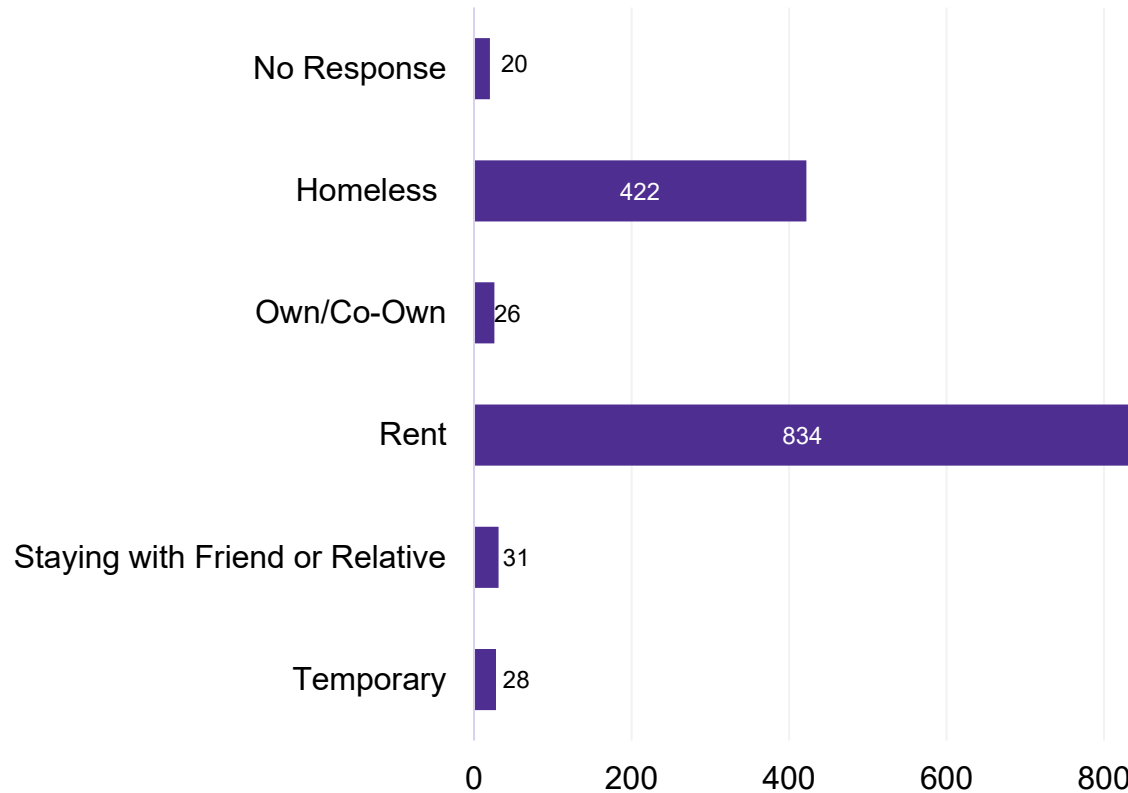
*Exceptional = Medical + Family Reunification + High Needs Homeless Priority



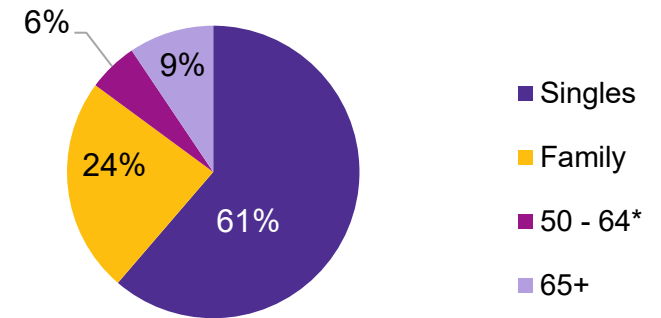
Housing: Applicant Data



Current Housing Status of Applicants, as at end of Q2^{1,2}

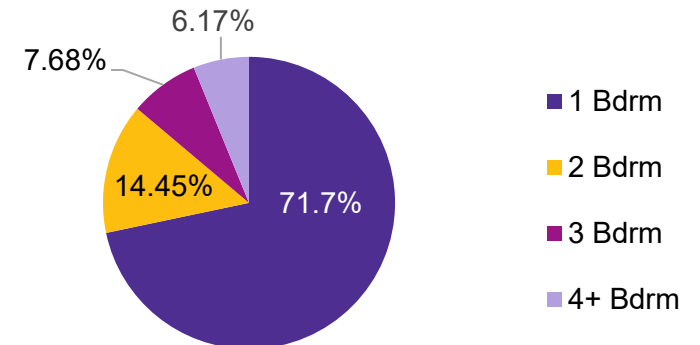


Household Type Demand, as at end of Q2



* Includes applicants 50-64 who applied for Senior units, and special BISNO project with McKellar Place

Unit Type Demand, as at end of Q2



¹This is head of household information.

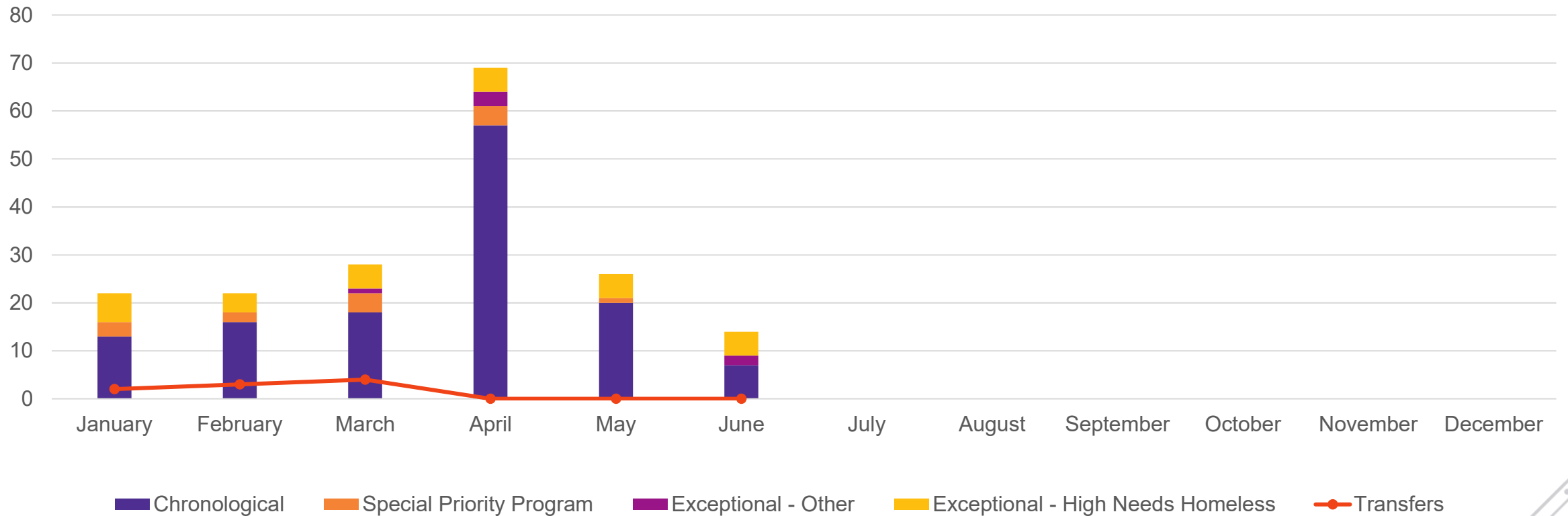
²Status is based on self-identification on the application. This does not necessarily mean the applicant is on the HNH waitlist.



Housing: Applicants Housed



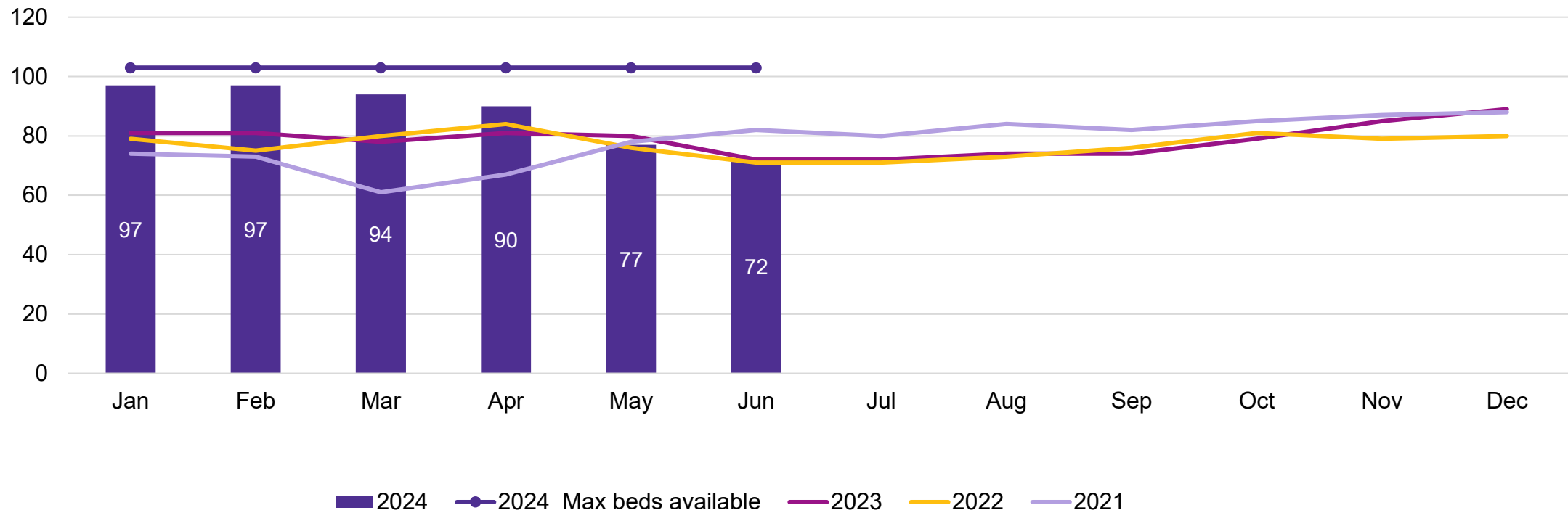
Housed by Application Type



Housing: Emergency Shelter Use



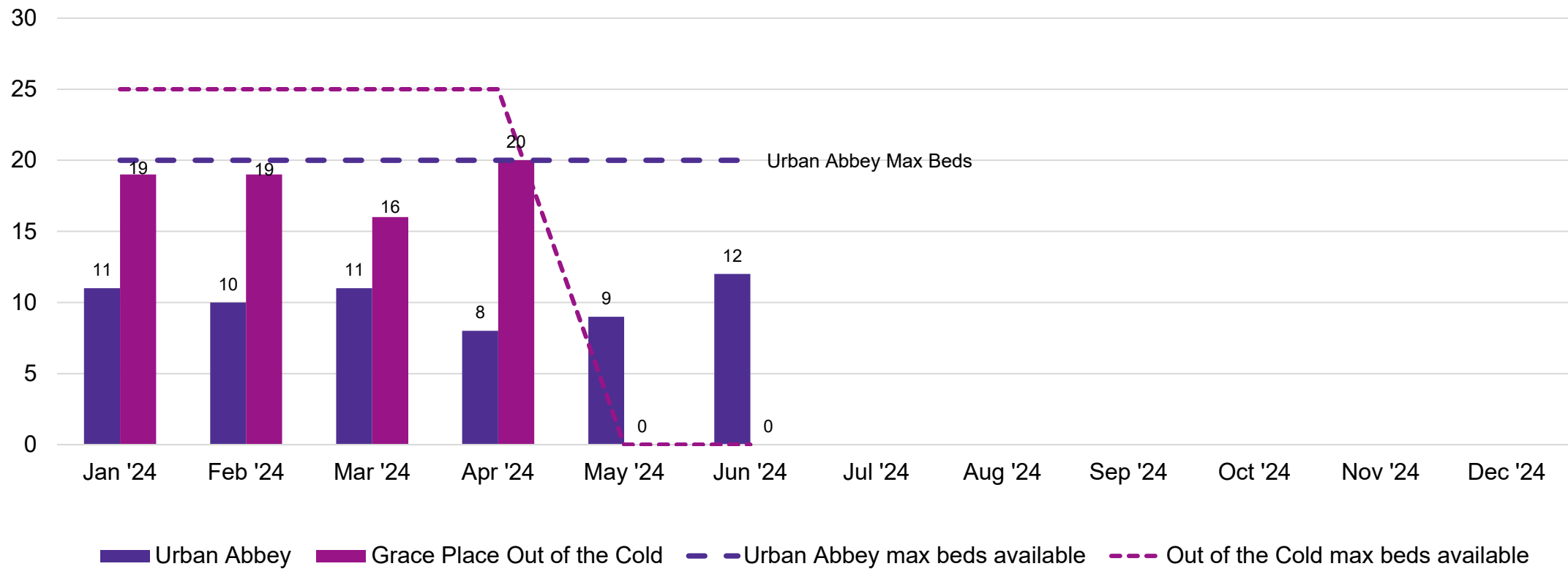
Average Shelter Beds Used Nightly – Shelter House and Salvation Army Combined



Housing: Emergency Shelter Use



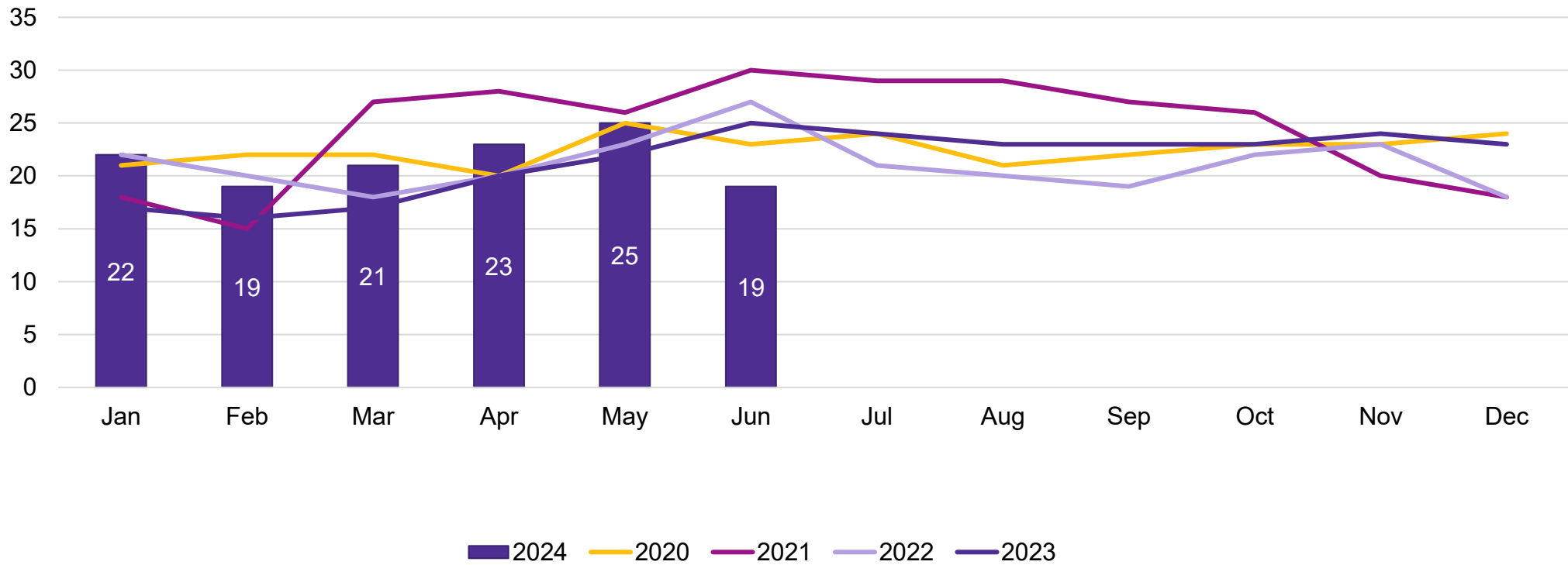
Emergency Shelter Beds Used (Monthly Average) – Urban Abbey Women’s Shelter & Grace Place Out of the Cold



Housing: Chronic Homelessness



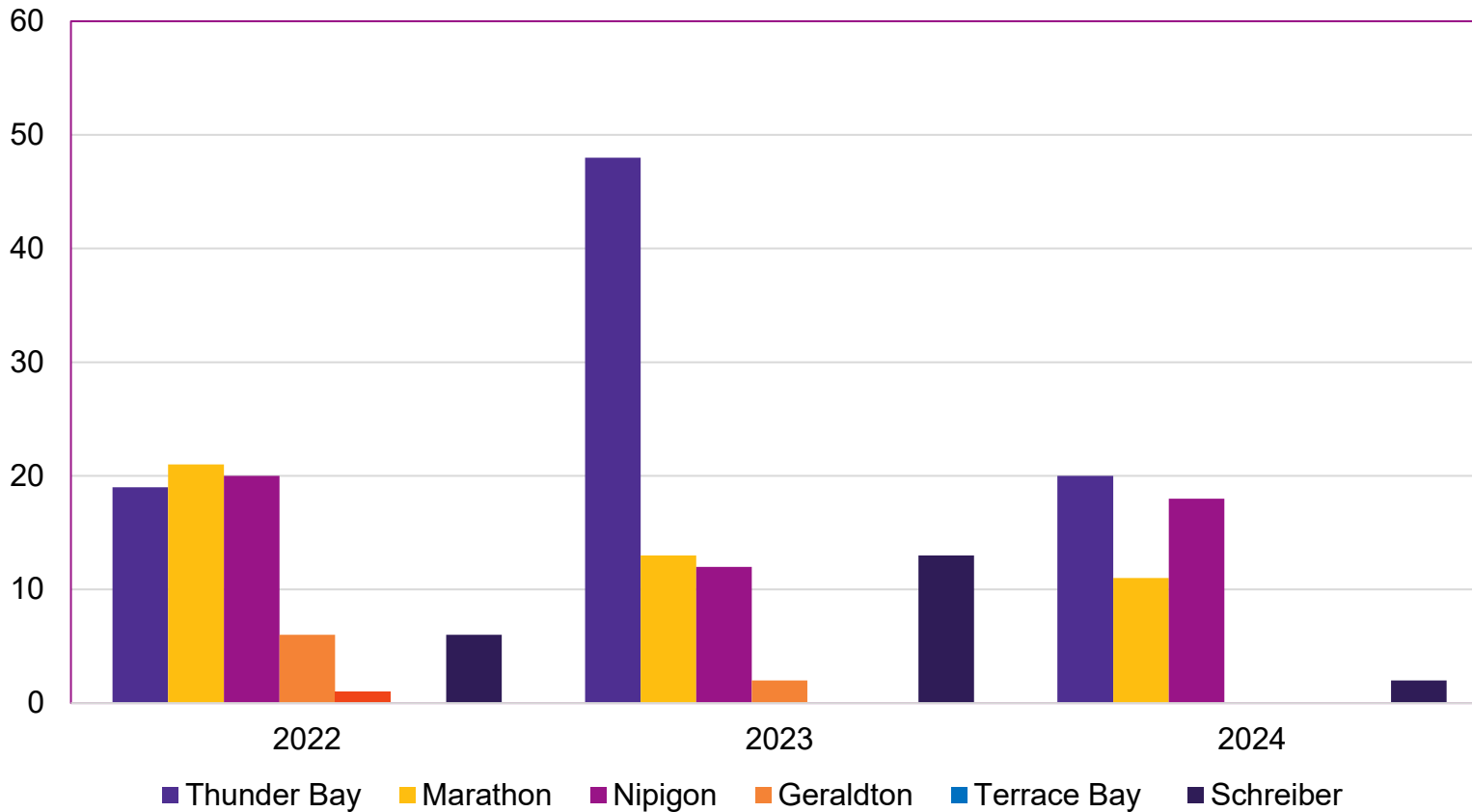
Number of People Experiencing Chronic Homelessness Using Shelters by Month ¹



Motel Night Stays: Yearly Numbers



Grouped by Issuing Community



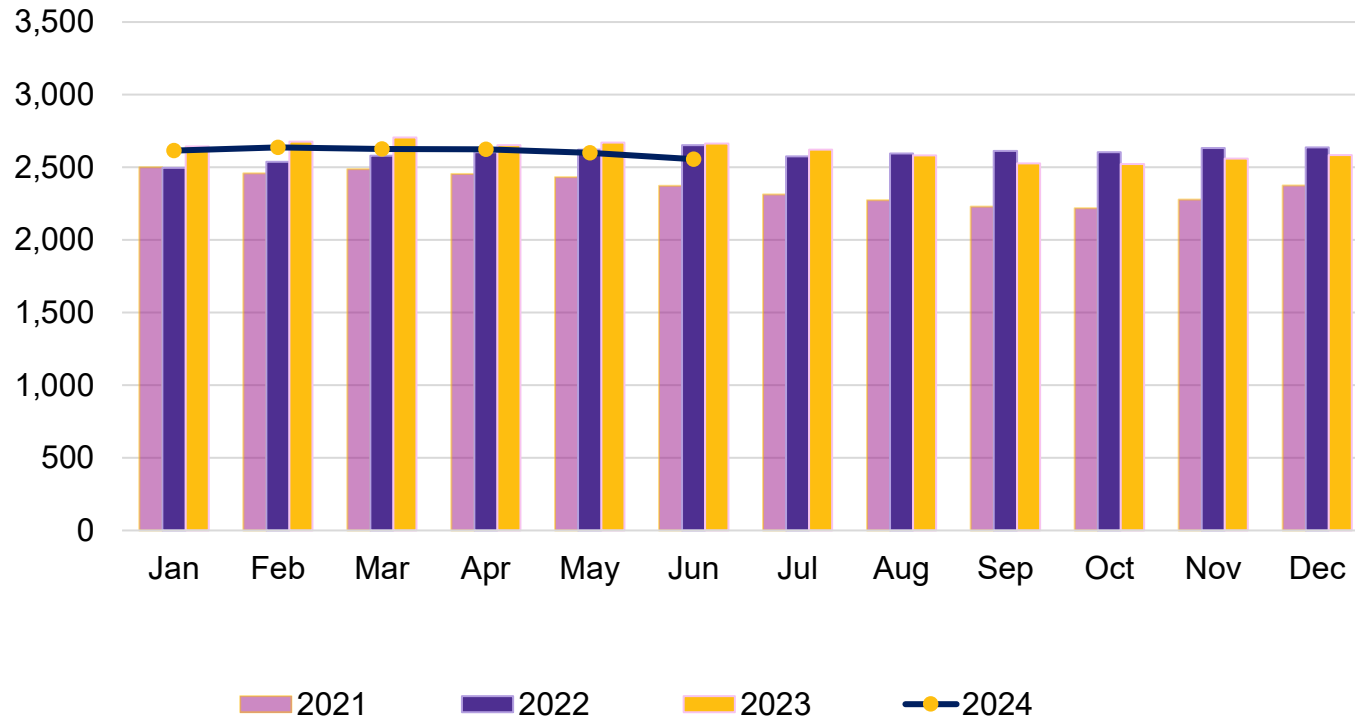
Community	Year		
	2022	2023	2024
Thunder Bay	19	48	20
Marathon	21	13	11
Nipigon	20	12	18
Geraldton	6	2	-
Terrace Bay	-	-	-
Schreiber	-	13	2



Ontario Works: Caseload



OW Caseload ¹



	Number of Cases
Temp Care Cases	186
ODSP Caseload ²	27



Ontario Works: Caseload Profiles



Demographic Information

Cases¹ (Monthly Average) by Family Structure

	Year			
	2021	2022	2023	2024
Singles without children	1,500	1,685	1,702	1,778
Singles with children	752	792	809	810
Couples without children	22	29	28	24
Couples with children	91	90	78	73
All Cases²	2,366	2,596	2,618	2,685

Active Adults (Monthly Average) by Level of Education

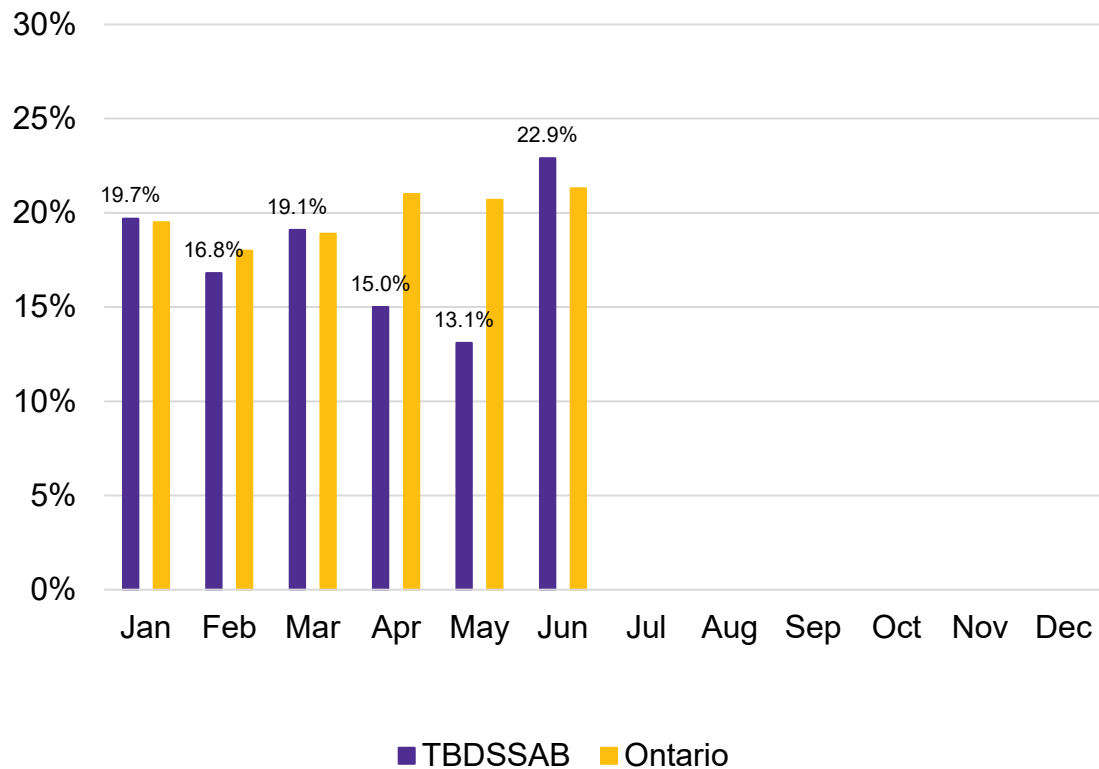
	Year			
	2021	2022	2023	2024
Grade 1-8	157	154	144	115
Grade 9-11	1,167	1,169	1,108	994
Grade 12-13	725	796	802	798
Post Secondary	388	413	412	408
All Adults²	2,437	2,533	2,466	2,315



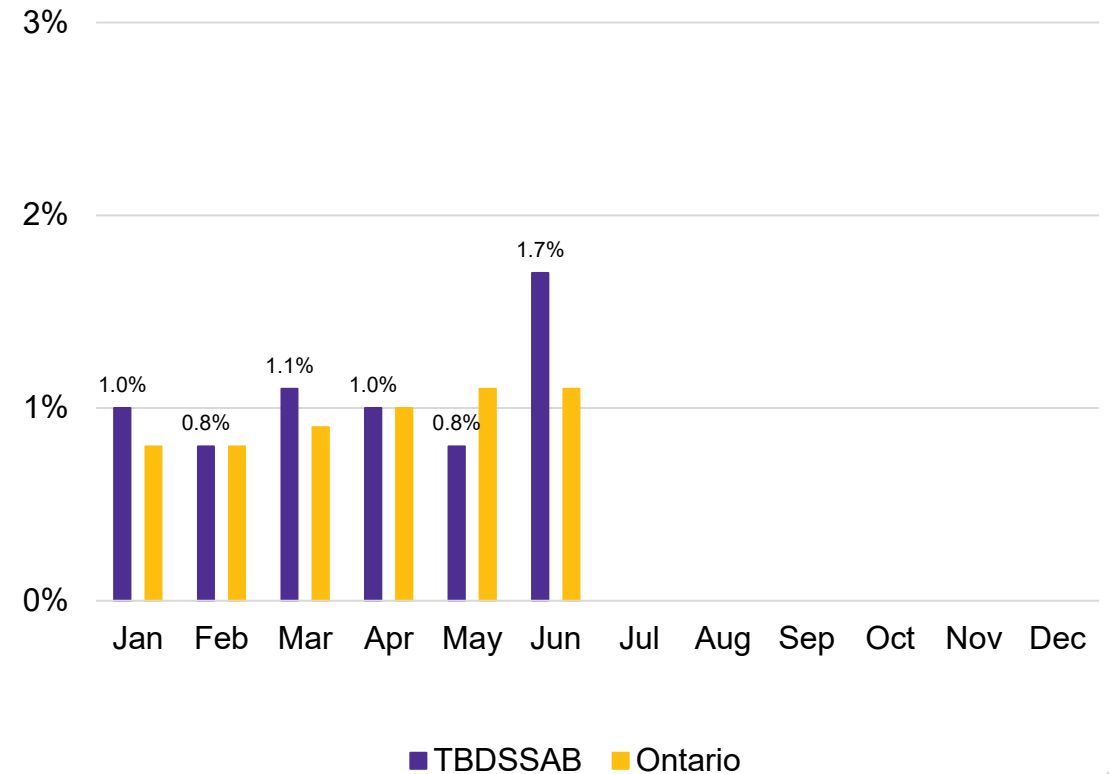
Ontario Works: Employment Assistance Services



% of Terminations Exiting to Employment



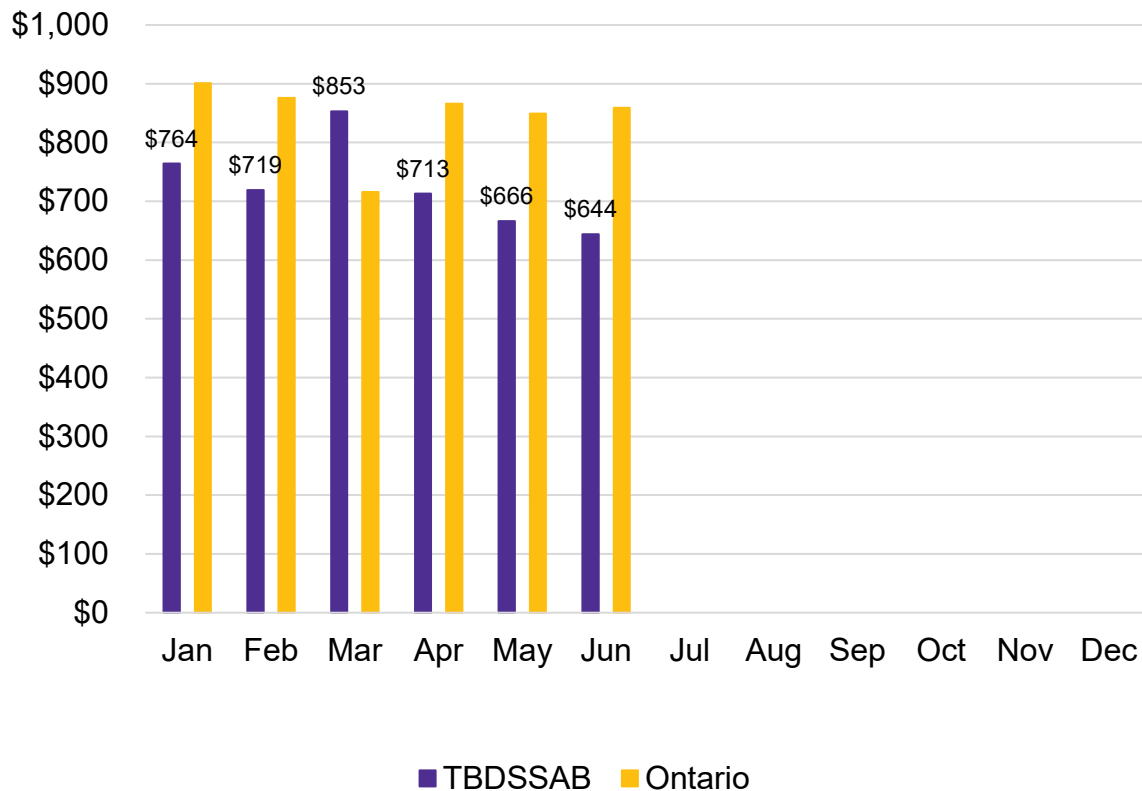
% of Caseload Exiting to Employment



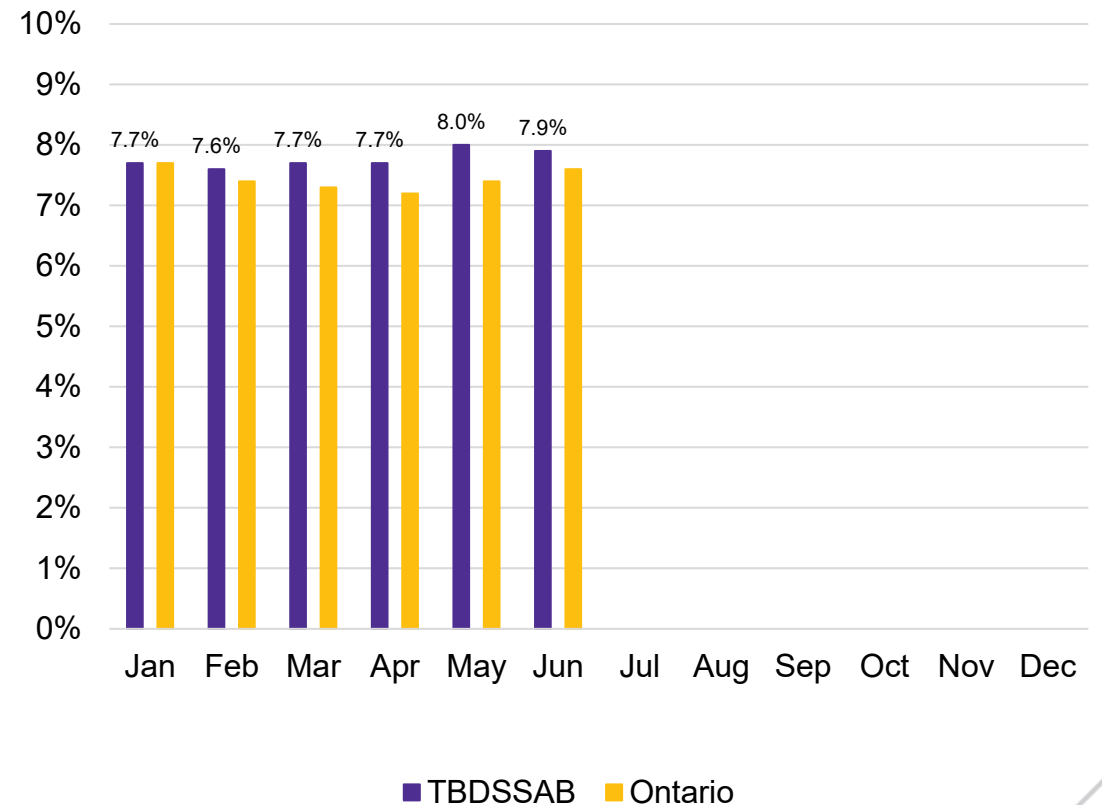
Ontario Works: Employment Assistance Services



Average Monthly Employment Earnings by Case



% Caseload with Employment Earning



TBDSSAB Quarterly Operational Report

2nd Quarter Operational Report

April 1st – June 30th, 2024



Tuesday, August 12, 2024

Bill Bradica, Chief Executive Officer
The District of Thunder Bay Social Services Administration Board
William.Bradica@tbdssab.ca

Re: The District of Thunder Bay Social Services Administration Board - Advocacy

Please be advised that the following resolution was adopted by Committee of the Whole at its meeting held on August 12, 2024 and subsequently ratified by City Council the same evening:

WITH RESPECT to the Memorandum from Councillor Brian Hamilton, Chair – District of Thunder Bay Social Services Administration Board (TBDSSAB), dated July 19, 2024, we recommend that the following Position Papers

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

as attached to this memorandum, be endorsed in their entirety;

AND THAT a copy of this resolution be sent to the TBDSSAB, Minister Paul Calandra – Ministry of Municipal Affairs and Housing; Deputy Premier and Minister of Health Sylvia Jones – Ministry of Health; Minister Michael Parsa – Ministry of Children, Community and Social Services; and Attorney General Doug Downey – Ministry of the Attorney General;

AND THAT any necessary by-laws be presented for ratification.

Should you have any further questions relative to the above, please do not hesitate to contact the undersigned.

Yours sincerely,



Krista Power
Director of Legislative Services & City Clerk

Cc:

Minister Paul Calandra – Ministry of Municipal Affairs and Housing
Deputy Premier and Minister of Health Sylvia Jones – Ministry of Health

Minister Michael Parsa – Ministry of Children, Community and Social Services
Attorney General Doug Downey – Ministry of the Attorney General

August 29, 2024

Bill Bradica, Chief Administrative Officer
The District of Thunder Bay Social Services Administration Board
231 May Street S.
Thunder Bay, ON P7E 1B5

Passed by resolution, and therefore by direction of Council, I am reaching out to inform you of the City's general targets for the 2025 operating and capital budgets. I am also passing on Council's formal request for your organization to follow the same budgetary guidelines for your submissions to the City.

At the August 26, 2024, Committee of the Whole meeting, Administration presented the 2025 Budget Directions report, which included a proposed municipal tax increase of no more than 3.8% for those services that the City directly controls. This figure was obtained by looking at a four-year rolling average of CPI (two years historical, current year, and one year forecast). The target for 2026 will be 2.6% using the same rolling-average approach. The report also identified concerns with our infrastructure deficit and therefore included a requirement for at least 80% of capital expenditures to be dedicated to renewal of existing capital assets; leaving only 20% maximum for new capabilities. This direction has become our mandate for preparation of the 2025 budgets and will help guide decisions throughout the year that may impact 2026.

It is going to be extremely challenging for the City to achieve this mandate. Our budgetary pressures, like yours, are much higher than 3.8% for 2025 but Council feels strongly that rate increases must be reflective of CPI. Residents and businesses struggle to make ends meet when tax increases above inflation are imposed. They become difficult for our client base to absorb, and we must remember that we have seen increases well above CPI for the past two years.

We appreciate the fiscal restraint your organization has shown in prior years, and we know that Council's request to respect no more than 3.8% this coming year will be very difficult. But by limiting our costs/expenses, we maintain affordability for existing residents and businesses. Also, a sound fiscal approach becomes part of our value proposition to attract new growth opportunities to the City.

Should you have any questions on detail, please reach out to either the City Treasurer, Keri Greaves or Deputy City Treasurer, Andrea Morrison. Should you wish to reach out to me to discuss, I am, of course, available at your convenience.

Sincerely,

A handwritten signature in blue ink, appearing to read "John Collin", with a long horizontal flourish extending to the right.

John Collin, City Manager
City of Thunder Bay

cc: Brian Hamilton, Board Chair, TBDSSAB
Georgina Daniels, Director – Corporate Services, TBDSSAB



To: Ontario Municipal Service Managers – Chief Administrative Officers, City Managers, Heads of Council and Chairs, District Social Services Administration Boards
cc: Human, Social and Community Service Municipal Staff Leads

From: Association of Municipalities of Ontario (AMO)
Ontario Municipal Social Services Association (OMSSA)
Northern Ontario Service Deliverers Association (NOSDA)

Re: Ending Chronic Homelessness Research and Advocacy Project

Date: August 30, 2024

This memo is to inform you about an innovative and unprecedented research project involving your municipalities and District Social Services Administration Boards.

The Association of Municipalities of Ontario (AMO), the Ontario Municipal Social Services Association (OMSSA), and the Northern Ontario Service Deliverers Association (NOSDA) are undertaking the "Ending Chronic Homelessness in Ontario: Assessment of Need and Cost" research project.

The work will serve as a platform for evidence-informed policy development, advocacy and service planning to end chronic homelessness. The success of the project is dependent upon the full participation of all municipal service managers in Ontario. Your engagement is crucial and appreciated.

The objectives of the research project are to:

- quantify the current scale and scope of homelessness in Ontario and potential growth without additional interventions;
- identify and cost solutions at a provincial level to end chronic homelessness in Ontario to a functional zero standard by 2030, as defined by Built for Zero; and,
- identify the gap between current municipal, provincial, and federal investments and the required investments to end chronic homelessness in Ontario by 2030.

Engagement with municipal service managers is currently in progress by [HelpSeeker Technologies](#), working with AMO, OMSSA, and NOSDA as project partners. The project is in a critical data collection phase and will input into a final report expected by the end of 2024.

Your staff executive leads for homelessness and housing are well positioned to provide an update about your municipality or DSSAB participation in the project.

We hear time and again how challenging the homelessness crisis is for municipalities and DSSABs across Ontario. AMO, OMSSA, and NOSDA are working collaboratively on this research project to improve our collective evidence-based advocacy to the provincial and federal governments. We understand the multiple competing priorities and appreciate your staff's contribution to this important project.

If you have any questions about the policy intent of the project, please contact:

Michael Jacek, Senior Advisor, AMO mjacek@amo.on.ca



Robin Jones
President, AMO



Henry Wall
President, OMSSA



Michelle Boileau
Chair, NOSDA



Sent by email to: Minister.fin@ontario.ca, minister.mah@ontario.ca

September 9, 2024

The Honourable Peter Bethlenfalvy
Minister of Finance
7 Queen's Park Crescent
Frost Building South, 7th Floor
Toronto, Ontario
M7A 1Y7

The Honourable Paul Calandra
Minister of Municipal Affairs and Housing
777 Bay Street, 17th Floor
Toronto, Ontario,
M7A 2J3

Re: Funding Allocations for Year Five of the Canada Ontario Housing Benefit

Dear Ministers Bethlenfalvy and Calandra,

We are collectively calling for your government to take immediate action to release funding allocations for Year Five of the Canada Ontario Housing Benefit (COHB) program.

Since the last correspondence received from MMAH on May 31st, 2024, Service Managers and Indigenous Program Administrators have not received communication on Year Five allocations and are unable to access COHB since the program pause on March 30th.

We are seeking rapid action to immediately expedite funding flow for Year Five of COHB to all Service Managers in September 2024 and to ensure that those allocations match or exceed allocations from Year Four to move more people into permanent housing that they can afford.

Since its inception over four years ago, COHB has proven to be a cost effective and efficient way to provide affordability to households experiencing housing instability and to move people experiencing homelessness from emergency shelters into permanent housing.

In some municipalities, this has made the program a critical driver of the positive housing outcomes and shelter outflows that Service Managers need to respond to unprecedented and ongoing pressures.

Until these COHB allocations are finalized, service planning has been brought to a standstill, all while pressures continue to grow. Without the COHB, it is increasingly difficult to move people from shelters into permanent housing solutions. Many emergency shelters are already at capacity, and we will shortly be entering the cold winter season. Full shelters without space will increase the number of

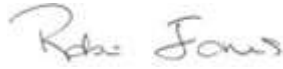
unsheltered homeless living outside in encampments. The COHB is also a vital tool to prevent homelessness, in the first place, by providing payment of rent in unaffordable situations.

Ontario's municipalities are requesting swift action so we can continue to improve housing stability and housing outcomes for our clients and households across Ontario.

Sincerely,



Henry Wall
President
OMSSA



Robin Jones
President
AMO



Michelle Boileau
Chair
NOSDA

cc: Jason Fitzsimmons, Deputy Minister, Ministry of Finance
Martha Greenberg, Deputy Minister, Ministry of Municipal Affairs and Housing

Social Assistance Programs Division
Social Assistance Performance and Accountability Branch
Director's Office
2 Bloor Street West, 25th Floor
Toronto, Ontario M7A 1E9
Tel: (416) 212-1246

September 6, 2024

William Bradica
Chief Executive Officer (OWA)
District of Thunder Bay Social Services Administration Board
231 May St South
Thunder Bay, ON P7E 1B5

Dear William,

I am writing to inform you of the 2025 Ontario Works Program Delivery Funding (PDF) planning allocations for District of Thunder Bay Social Services Administration Board from the Ministry of Children, Community and Social Services (MCCSS) in the amount of \$6,560,200, with details in Appendix A.

The ministry is no longer holding Ontario Works delivery partners' funding at their 2018 expenditure actuals. Instead, given the steady rise in caseloads, the ministry is reinstating the previous funding model with a few modifications to better address evolving needs.

The ministry has updated 2025 notional PDF allocations, as per the model, using monthly average caseloads from October 2022 to September 2024 (actual caseloads from October 2022 to June 2024 and projected caseloads from July 2024 to September 2024). 2025 funding has been adjusted to account for the applicable transfers related to the Employment Services Transformation (EST), including those sites that will begin Phase 3.

As in prior years, MCCSS will continue to provide an opportunity for one-time funding requests (i.e., related to EST transition and transformation costs, etc.). The new criteria will be communicated closer to 2025.

The ministry will soon provide details on the 2025 Ontario Works Service Planning Guidelines, including outcomes and performance measure targets set by the ministry.

Please contact me if you have any questions.

Sincerely,

A rectangular box containing a handwritten signature in cursive script that reads "Jeff Bowen".

Jeff Bowen

- c: Jonathan Murphy, Program Supervisor
- Nancy Sauve, Director, Social Assistance Service Delivery – Central, East & North Regions
- Colleen Hardie, Director, Social Assistance Service Delivery – West and Toronto Regions
- Sunny Sharma, Director, Business Innovation and Implementation Branch

Appendix A: 2025 Ontario Works Planning Allocation by Program Component

Program Component	Program	Planning Allocation – Ministry Share
Program Delivery Fund – 100% Provincial*	Ontario Works Employment Assistance	\$1,947,200
Program Delivery Fund – 50/50 Funding	Ontario Works Administration	\$4,613,000
	Total	\$6,560,200

* After EST transfer