



DATE OF MEETING: DECEMBER 19, 2024

TIME OF MEETING: 10:00 AM

LOCATION OF MEETING: MICROSOFT TEAMS &
3rd FLOOR MAIN BOARDROOM
TBDSSAB HEADQUARTERS
231 MAY STREET SOUTH
THUNDER BAY, ON

CHAIR: BRIAN HAMILTON

ORDERS OF THE DAY: DISCLOSURES OF CONFLICT OF INTEREST
NEW BUSINESS
CONFIRMATION OF BOARD MEETING AGENDA
DEPUTATIONS / PRESENTATIONS
MINUTES OF PREVIOUS MEETINGS
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 CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/91

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 December 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 TBDSSAB Board [Meeting No. 19/2024 & 20/2024](#) (Regular & Closed Session) held on November 21, 2024, to be confirmed. **(Pages 8 - 16)**

Resolution No. 24/92

THAT the Minutes of Board Meeting No. 19/2024 & 20/2024 (Regular & Closed Session) held on November 21, 2024, of TBDSSAB, be confirmed.

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to labour relations regarding the CUPE Collective Bargaining Update and with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update.

Resolution No. 24/93

THAT the Board adjourns to Closed Session relative to receipt of information with respect to labour relations regarding the CUPE Collective Bargaining Update and with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update.

REPORTS OF ADMINISTRATION

Bertrand Court Regeneration Strategy Update

[Report No. 2024CS-08](#), (Corporate Services Division / Integrated Social Services Division) provided in Closed Session relative to an update on the Bertrand Court property options and a recommended strategy for best use, for consideration.

The following resolution is presented to the Board for consideration.

Resolution No. 24/94

THAT with respect to Report No. 2024CS-08 (Corporate Services/Integrated Social Services), we The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), direct that Administration proceed as directed in Closed Session.

Revised Reserve and Reserve Fund
Strategy Update

[Memorandum from Georgina Daniels, Director, Corporate Services](#) dated December 3, 2024 relative to providing the Board with Administrations recommendation regarding the revised Reserve and Reserve Fund Strategy, for consideration. **(Pages 17)**

Resolution No. 24/95

THAT with respect to Report No. 2024-42 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Reserve Fund Strategy provided within the Report, except that \$225,000 be transferred from the Employment and Compensation Reserve Fund into the Levy Stabilization Reserve Fund.

TBDSSAB Proposed 2025 Operating &
Capital Budget

[Report No. 2024-49](#), (Corporate Services Division) relative to providing the Board with the proposed 2025 Operating and Capital Budget, as amended for review and consideration. **(Pages 18 - 26)**

Resolution No. 24/96

THAT with respect to Report No. 2024-44 and Report No. 2024-49 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the proposed 2025 Operating Budget in the amount of \$132,680,800, as presented in Report No. 2024-49;

AND THAT we, the Board, approve the proposed 2025 Capital Budget in the amount of \$3,165,000, as presented in Report No. 2024-44, with up to \$3,010,000 financed from the Housing Portfolio Capital Reserve Fund, and up to \$155,000 financed from the Office Building Capital Reserve Fund;

AND THAT \$217,500 be transferred from Operations to the Office Building Reserve Fund;

AND THAT up to \$90,000 for employment related expenses, be financed by the Employment Compensation and Benefits Reserve Fund;

AND THAT \$225,000 be transferred from the Employment Compensation and Benefits Reserve Fund to the Levy Stabilization Reserve Fund;

AND THAT up to \$325,000 for expenditures within the Direct Owned Housing portfolio and \$30,000 for consulting services to finalize the development of the beautification, security, and environmental design study be financed by the Levy Stabilization Reserve Fund;

AND THAT up to \$10,000 of costs related to end of community housing operating agreements and \$50,000 for consultant costs related to the 10-year Homelessness Strategy be financed from the Community Housing Reserve Fund;

AND THAT \$3,179,200 be transferred from Operations to the Housing Portfolio Capital Reserve Fund, and up to \$1,715,000 for expenditures of a capital nature related to tenant move-out, accessibility modification, and extensive repairs where an insurance claim is not appropriate be financed from the Housing Portfolio Capital Reserve Fund;

AND THAT we approve the reconciliation adjustments for the Budget presentation in the 2025 Audited Financial Statements, as presented in Report No. 2024-49;

AND THAT the necessary By-law be presented to the Board, for consideration.

2025 Rural Ontario Municipal
Association Conference Briefings
Package

[Report No. 2024-50](#) (Chief Executive Officer Division) relative to providing the Board with the 2025 Rural Ontario Municipal Association Briefings Package, for review and consideration. **(Pages 27 - 47)**

Resolution No. 24/97

THAT with respect to Report No. 2024-50 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) approve the 2025 Rural Ontario Municipal Association Position Papers as presented;

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

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

AND THAT the CEO attend the 2025 ROMA Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

Nominations Process for 2024 Board Executive, Committee & Tables

[Memorandum from Ken Ranta, CEO](#) dated December 2, 2024 (Chief Executive Officer Division) relative to providing the Board with information on the nomination and election process for the Executive, Committee and Table positions for 2025 recommended by Administration, for consideration. **(Pages 48 - 66)**

Resolution No. 24/98

THAT effective January 2, 2025 the position of Chair of The District of Thunder Bay Social Services Administration Board for the term ending December 31, 2025, be filled by _____.

AND THAT effective January 2, 2025 the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, for the term ending December 31, 2025, be filled by _____.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, for the term ending December 31, 2025:

1. _____
2. _____
3. _____
4. _____
5. _____

AND THAT the Committee Chair be appointed at the first Committee meeting of the year.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Situation Analysis Review Committee, for the term ending December 31, 2025:

1. _____
2. _____
3. _____
4. _____
5. _____

AND THAT the Committee Chair be appointed at the first Committee meeting of the year.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Child Care and Early Years Advisory Table, for the term ending December 31, 2025:

1. _____
2. _____

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, for the term ending December 31, 2025:

1. _____
2. _____.

Proposed 2025 Board Meeting Dates and 2026 Inaugural Meeting Date

[Memorandum from Ken Ranta, CEO](#) dated December 2, 2024 (Chief Executive Officer Division) relative to providing the Board with information on the proposed Board Meeting dates for the next Board term, for information only. **(Pages 67 - 68)**

CORRESPONDENCE

2024 Association of Municipalities of Ontario Conference

Correspondence from the Hon. Thanigasalam, Associate Minister of Housing, MMAH dated October 17, 2024 relative to the meeting attended at the AMO Conference, for information only. **(Pages 69)**

BY-LAWSFirst and Final Reading**Resolution No. 24/99**

1. A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2025.

Explanation: A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2025.

Authorization: Board Meeting 2024Dec19.

BY-LAW NUMBER 05-2023

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, January 16, 2025 at 10:00 a.m., in the 3rd Floor Boardroom and via Microsoft Teams, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT**Resolution No. 24/100**

THAT Board Meeting No. 21/2024 of The District of Thunder Bay Social Services Administration Board, held on December 19, 2024, be adjourned at ____a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 19/2024
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: November 21, 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
Jim Moffat
Denis Nault
Dominic Pasqualino
Mark Thibert
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division &
Manager, Housing Operations
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Marty Farough, Manager, Infrastructure & Assets Management
Aaron Park, Manager, Housing & Homelessness Programs
Dawnette Hoard, Manager, Childcare & Early Years Programs
Jennifer Lible, Manager, Social Assistance Programs
Michael Shafirka, Manager, Information Services
Michelle Wojciechowski, Manager, Intake & Eligibility
David Stewart, Supervisor, Purchasing & Inventory Control
Tomi Akinyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Larissa Jones, Communications Assistant
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/85

Moved by: Greg Johnsen
Seconded by: Kasey Etreni

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 November 21, 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. 17/2024 (Regular Session) and Meeting No. 18/2024 (Closed Session) of TBDSSAB held on October 17, 2024, presented for confirmation.

Resolution No. 24/86

Moved by: Elaine Mannisto
Seconded by: Jim Moffat

THAT the Minutes of Meeting No. 17/2024 (Regular Session) and Meeting No. 18/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on October 17, 2024, respectively, be confirmed.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to Report No. 2024-44 containing the 2025 Capital Budget Project Summary.

Resolution No. 24/87

Moved by: Anne-Marie Bourgeault
Seconded by: Jim Vezina

THAT the Board adjourns to Closed Session relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to Report No. 2024-44 containing the 2025 Capital Budget Project Summary.

CARRIED

REPORTS OF ADMINISTRATION

TBDSSAB Proposed 2025 Operating and Capital Budget

Report No. 2024-44 (Corporate Services Division) was presented to the Board providing the Board with the proposed 2025 TBDSSAB Operating and Capital Budget.

A presentation was provided by Administration with an overview of the 2025 Proposed Budget.

Ken Ranta, CEO provided an overview of the order of the presentation, presented the general overview and Board sections of the proposed budget responded to questions.

Georgina Daniels, Director, Corporate Services Division responded to questions.

At 10:48 a.m. Brian Hamilton left the meeting and Jim Moffat assumed the position of Chair.

Ken Ranta, CEO provided an overview of the CEO section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division introduced Marty Farough, Manager, Infrastructure & Assets Management, Michael Shafirka, Manager, Information Services and David Stewart, Supervisor, Purchasing & Inventory Control

At 10:56 a.m. Brian Hamilton entered the meeting and resumed the position of Chair.

Georgina Daniels, Director Corporate Services Division provided an overview of the Corporate Services Division section of the budget and responded to questions.

Marty Farough, Manager, Infrastructure and Assets Management provided an overview of the capital budget section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division provided clarification and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division and Manager, Housing Operations responded to questions.

Ken Ranta, CEO provided clarification and responded to questions.

At 11:35 a.m. Mark Thibert, Board Member left the meeting.

Ken Ranta, CEO provided an overview of the Integrated Social Services Division section of the proposed budget and responded to questions.

Michelle Wojciechowski, Manager, Intake & Eligibility provided an overview of the Intake and Eligibility section of the proposed budget.

Jennifer Lible, Manager, Social Assistance Programs provided an overview of the Social Assistance Programs section of the proposed budget and responded to questions.

Dawnette Hoard, Manager, Child Care & Early Years Programs provided an overview of the Child Care & Early Years Programs section of the proposed budget and responded to questions.

Aaron Park, Manager, Housing Programs, provided an overview of the Housing Programs section of the proposed budget and responded to questions.

At 11:59 a.m. Greg Johnsen, Board member left the meeting.

Crystal Simeoni, Director, Integrated Social Services Division and Manager, Housing Operations provided an overview of the Housing Operations Section of the proposed budget and responded to questions.

Georgina Daniels, Director, Corporate Services Division responded to questions.

Ken Ranta, CEO provided clarification and responded to questions.

At 12:26 p.m. the Chair called for a break for lunch.

At 12:50 p.m. the meeting reconvened with all remaining members of the Board and Administration in attendance.

Ken Ranta, CEO and Georgina Daniels, Director, Corporate Services Division responded to questions regarding the levy and provided clarification.

A discussion was held with respect to a reduction of the budget to reduce the levy. On consensus the Board directed Administration to review the proposed budget to reduce the proposed increase to between 4.5% and 4.9% and to identify what the impacts on the budget would be.

2024 Third Quarter Financial Report

Report No. 2024-45 (Corporate Services Division), was presented to the Board providing the 2024 Third Quarter Financial Report, projection to year-end and Key Performance Indicators.

2024 Third Quarter Operational Report

Report No. 2024-46, (Integrated Social Services Division) was presented to the Board providing the trends within TBDSSAB programs and services.

Ken Ranta, CEO responded to questions.

2024-27 Strategic Plan – Third Quarter Update

Report No. 2024-47, (Chief Executive Officer Division) was presented to the Board providing the quarterly update on the 2024 Strategic Plan progress as at September 30, 2024.

Resolution No. 24/88

Moved by: Kathleen Lynch
Seconded by: Jim Vezina

THAT with respect to Report No. 2024-47 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Third Quarter Update for information only.

CARRIED

FIRST REPORT: Rural Ontario Municipal Association 2025 Position Papers

Report No. 2024-48, (Chief Executive Officer Division) was presented to the Board providing a first report presenting Draft ROMA 2024 Position Papers.

Ken Ranta, CEO provided information regarding the development of the ROMA position papers and responded to questions.

A discussion was held regarding further topics for advocacy.

Resolution No. 24/89

Moved by: Kasey Etreni
Seconded by: Jim Vezina

THAT with respect to Report No. 2024-48 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the 2025 Rural Ontario Municipal Association Position Papers as presented;

AND THAT the Board direct the Chief Executive Officer to incorporate any edits to the position papers recommended by the Board and prepare a report to be presented at the December 19, 2024 Board meeting for consideration by the Board.

CARRIED

NEW BUSINESS

City of Thunder Bay Pilot Shelter Project

At the October 17, 2024 Board Meeting a request was made to add an update regarding the City of Thunder Bay pilot shelter project to the November Board Meeting agenda. On consensus, Administration was directed to add the item under new business.

Brian Hamilton, Board Chair provided a verbal update regarding the City of Thunder Bay pilot shelter project.

Ken Ranta, CEO provided further information and responded to questions.

Brian Hamilton, Board Chair provided clarification and responded to questions.

CORRESPONDENCE

Shortage of Paramedics in Northwestern Ontario

Letter from Wendy Landry, President, Northern Ontario Municipal Association (NOMA) dated October 15, 2024 relative to providing information regarding critical shortage of Paramedics in Northwestern Ontario was presented.

Ken Ranta, provided an overview of the correspondence and responded to questions.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on December 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. 24/90

Moved by: Elaine Mannisto
Seconded by: Denis Nault

THAT the Board Meeting No. 19/2024 of The District of Thunder Bay Social Services Administration Board, held on November 21, 2024, be adjourned at 2:35 p.m.

Chair

Chief Executive Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 20/2024

OF

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: November 21, 2024

TIME OF MEETING: 10:06 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
Jim Moffat
Denis Nault
Dominic Pasqualino
Mark Thibert
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Tafadzwa Mukubvu, Manager, Finance
Marty Farough, Manager, Infrastructure & Assets
Management
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut

Note: For the purposes of the 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 Directors of Thunder Bay District Housing Corporation 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

None.

REPORTS OF ADMINISTRATION

TBDSSAB Proposed 2025 Operating and
Capital Budgets

Memorandum from Georgina Daniels, Director, Corporate Services Division dated October 30, 2024 was presented to the Board providing confidential attachment #4 to Report No. 2024-44 setting out the financial details of the 2025 Capital Budget Project Summary.

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

Georgina Daniels, Director, Corporate Services Division responded to questions and provided clarification.

Ken Ranta, Chief Executive Officer provided further information.

ADJOURNMENT

Resolution No. 24/CS10

Moved by: Kasey Etreni
Seconded by: Kathleen Lynch

THAT the Board (Closed Session) Meeting No. 20/2024 of The District of Thunder Bay Social Services Administration Board, held on November 21, 2024, be adjourned at 10:17 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



Our File No.: SSF-90 – Reserve Funds

Memorandum

Date: December 3, 2024
To: Members of the Board
From: Georgina Daniels, FCPA, FCA, Director - Corporate Services
Subject: **Revised Reserve and Reserve Fund Strategy Update**

RPT 2024-42-CS - 2024 Reserve and Reserve Fund Strategy Update was provided to the Board at its October 17, 2024, meeting with the following Resolution approved by the Board:

THAT with respect to Report No. 2024-42 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Reserve Fund Strategy provided within the Report.

Based on the discussion provided during the November 21, 2024, Board meeting relative to the 2025 Capital and Operating Budget, and given the status of the Employment and Compensation Reserve Fund per Report No. 2024-42 2024 Reserve and Reserve Fund Strategy Update, the following Resolution is provided for the Board's consideration:

THAT with respect to Report No. 2024-42 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Reserve Fund Strategy provided within the Report, except to amend that \$225,000 be transferred from the Employment Compensation and Benefits Reserve Fund into the Levy Stabilization Reserve Fund.

Sincerely,

Georgina Daniels, FCPA, FCA
Director – Corporate Services Division

/dlh



BOARD REPORT

REPORT No.: 2024-49

MEETING DATE: DECEMBER 19, 2024

SUBJECT: 2025 OPERATING AND CAPITAL BUDGETS

RECOMMENDATION

THAT with respect to Report No. 2024-44 and Report No. 2024-49 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the proposed 2025 Operating Budget in the amount of \$132,680,800, as presented in Report No. 2024-49;

AND THAT we, the Board, approve the proposed 2025 Capital Budget in the amount of \$3,165,000, as presented in Report No. 2024-44, with up to \$3,010,000 financed from the Housing Portfolio Capital Reserve Fund, and up to \$155,000 financed from the Office Building Capital Reserve Fund;

AND THAT \$217,500 be transferred from Operations to the Office Building Reserve Fund;

AND THAT up to \$90,000 for employment related expenses, be financed by the Employment Compensation and Benefits Reserve Fund;

AND THAT \$225,000 be transferred from the Employment Compensation and Benefits Reserve Fund to the Levy Stabilization Reserve Fund;

AND THAT up to \$325,000 for expenditures within the Direct Owned Housing portfolio and \$30,000 for consulting services to finalize the development of the beautification, security, and environmental design study be financed by the Levy Stabilization Reserve Fund;

AND THAT up to \$10,000 of costs related to end of community housing operating agreements and \$50,000 for consultant costs related to the 10-year Homelessness Strategy be financed from the Community Housing Reserve Fund;

AND THAT \$3,179,200 be transferred from Operations to the Housing Portfolio Capital Reserve Fund, and up to \$1,715,000 for expenditures of a capital nature related to tenant move-out, accessibility modification, and extensive repairs where an insurance claim is not appropriate be financed from the Housing Portfolio Capital Reserve Fund;

AND THAT we approve the reconciliation adjustments for the Budget presentation in the 2025 Audited Financial Statements, as presented in Report No. 2024-49;

AND THAT the necessary By-law be presented to the Board, for consideration.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the proposed 2025 Operating and Capital Budget for the Board's review and approval. The 2025 Operating Budget, as presented (Attachment #1), totals \$132,680,800, an increase of \$11,933,700, or 9.9% from the 2024 approved total Budget. In addition, \$3,165,000 (2024: \$5,045,000) in capital expenditures have been included for 2025.

The impact to the Municipal and Territories Without Municipal Organization (TWOMO) Levy would be an increase of \$1,223,100 from \$25,233,000 to \$26,456,100, or a 4.8% increase relative to 2024.

BACKGROUND

The proposed 2025 Operating and Capital Budgets were presented for review and discussion at the November 21, 2024, Board Meeting.

COMMENTS

Operating Budget

As a result of the discussion at the November 21, 2024, Board meeting, the following changes were incorporated into the 2025 Operating Budget:

- The estimated increase in the Private Landlord rent supplement for the housing portfolio was reduced by \$50,000. The Private Landlord rent supplement program has historically ended the year in a favourable variance position. This reduced amount is expected to have a manageable impact on service levels. The levy to municipalities and TWOMO is reduced by the full amount.
- Financing from the Levy Stabilization Reserve Fund for the operations of the housing portfolio was increased by \$325,000. Per the approved 2024 Reserve and Reserve Fund Strategy (Report No. 2024-42, 2024 Reserve and Reserve Fund Strategy Update), the Employment Compensation and Benefits Reserve Fund is overfunded. Although the original recommendation was to leave the amounts within that Reserve Fund due to the uncertainty associated with various aspects of this Reserve Fund, the overfunded amount is available. To maintain consistency with the intent, this amount will be transferred to the Levy Stabilization Reserve Fund. The Levy Stabilization Reserve Fund is available to mitigate unusual and/or excessive levy changes across the spectrum of

TBDSSAB programming. Although usage is normally recommended only for one-time items, it is available to mitigate levy increases. The total reserve fund withdrawal will reduce the levy to municipalities and TWOMO by the full amount.

The proposed 2025 Operating Budget, as amended, totals \$132,680,800 and represents an increase of \$11,933,700, or 9.9%, from the 2024 approved Budget of \$120,747,100.

The proposed 2025 Operating Budget results in a levy of \$26,456,100, which is an increase of \$1,223,100 or 4.8%, compared to the Board-approved 2024 Levy. The proposed 2024 Budget Levy, by program area, is provided in Table 1 below:

Program	2024 Budget Levy (\$)	2025 Proposed Levy (\$)	Increase / (Decrease) (\$)	% Change
Social Assistance	3,676,500	4,440,800	764,300	20.8%
Child Care and Early Years	1,283,900	1,372,900	89,000	6.9%
Community Housing	20,672,600	21,042,400	369,800	1.8%
Unrestricted Investment Income	(400,000)	(400,000)	-	0.0%
Total Levy	25,233,000	26,456,100	1,223,100	4.8%

The Operating Budget 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, purchases of capital assets are reported as expenditures in the year purchased rather than amortized over their estimated useful life, and financing from reserve funds are considered in order to determine the annual levy to municipalities and TWOMO.

Key Budget Driver

The largest single factor impacting the 2025 municipal levy to municipalities and TWOMO is the change in Federal Block Funding, which accounts for approximately 4% of the 4.8% levy increase. The federal funding is offset against the cost of community housing; although debt servicing costs on community housing properties has also decreased with mortgage expiry and the end of Operating Agreements, there is an overall greater decrease in the amount of federal funding, resulting in a direct impact to the levy to municipalities and TWOMO.

Budget Presentation in the 2025 Audited Financial Statements

Table 2 below summarizes the reconciliation adjustments, based on Public Sector Accounting Board (PSAB) standards, to be used in the Budget presentation in the 2025 Audited Financial Statements:

Table 2 – Reconciliation Adjustments for Financial Statements	
Adjustments	2025 Budget (\$)
Total Operating Expenditures	132,680,800
Total Operating Financing	(132,680,800)
Amortization	2,066,200
Capital additions (net)	(265,000)
Capital expenditures financed from reserve funds	3,165,000
Debt	(2,289,100)
Contributions to reserve funds (net)	(1,926,700)
Excess Expenditures over Revenues for Financial Statements	750,400

Capital Budget

The proposed 2025 Capital Budget includes planned expenditures of \$3,165,000 (2024: \$5,045,000), to be financed from the Housing Portfolio Capital Reserve Fund (\$3,010,000), and the Office Building Capital Reserve Fund (\$155,000).

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS

The proposed 2025 Operating Budget, as presented, totals \$132,680,800, and includes a Municipal and TWOMO Levy of \$26,456,100.



The proposed 2025 Capital Budget totals \$3,165,000, to be financed from the Housing Portfolio Capital Reserve Fund (\$3,010,000), and the Office Building Reserve Fund (\$155,000).

CONCLUSION

It is concluded that the proposed 2025 Operating Budget of \$132,680,800 and proposed 2025 Capital Budget of \$3,165,000 provide for all mandatory programs and include financing from the Municipal and TWOMO Levy of \$26,456,100.

REFERENCE MATERIALS

Attachment #1 [TBDSSAB Operating Budget Summary by Program](#)

PREPARED BY:	Tafadzwa Mukubvu, CPA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

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

	Board			Office of Chief Executive Officer		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
Financing						
Levy to municipalities and TWOMO	-	-	-	-	-	-
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
From (to) reserve funds	28,400	-	-	-	22,500	90,000
Imputed rent adjustment	-	-	-	-	-	-
Total Financing	28,400	-	-	-	22,500	90,000
Expenditures						
Personnel services	55,900	54,400	54,400	1,041,400	1,083,300	1,085,300
Interest on long-term debt	-	-	-	-	-	-
Materials	56,700	60,500	67,700	157,800	154,400	157,200
Contracted services	30,000	-	2,500	75,300	90,300	72,300
Rents and financial expenses	-	-	-	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-
Allocation of internal admin	(114,200)	(114,900)	(124,600)	(1,274,500)	(1,305,500)	(1,224,800)
Imputed rent recovery	-	-	-	-	-	-
Total Expenditures	28,400	-	-	-	22,500	90,000
Excess (Deficiency) of Revenues Over Expenses	-	-	-	-	-	-

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

	Corporate Services			Integrated Social Services Program Support		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
Financing						
Levy to municipalities and TWOMO	(300,000)	(400,000)	(400,000)	-	-	-
Income on unrestricted funds	300,000	400,000	400,000	-	-	-
Income on restricted funds	722,600	750,000	750,000	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	3,500	3,500	3,500	35,000	-	-
From (to) reserve funds	(925,600)	(757,100)	(937,500)	-	-	-
Imputed rent adjustment	(243,300)	(204,900)	(242,700)	-	-	-
Total Financing	(442,800)	(208,500)	(426,700)	35,000	-	-
Expenditures						
Personnel services	2,790,000	2,718,100	2,875,600	2,244,200	2,413,500	2,605,500
Interest on long-term debt	81,600	73,900	65,000	-	-	-
Materials	1,718,700	1,990,600	1,990,200	53,400	64,500	62,200
Contracted services	56,700	151,800	83,800	-	-	-
Rents and financial expenses	13,500	13,500	13,500	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	306,000	315,000	326,000	-	-	-
Program administration recovery	20,400	19,800	21,700	(301,000)	(476,100)	(497,700)
Allocation of internal admin	(4,021,900)	(4,083,400)	(4,324,000)	(1,961,600)	(2,001,900)	(2,170,000)
Imputed rent recovery	(1,407,800)	(1,407,800)	(1,478,500)	-	-	-
Total Expenditures	(442,800)	(208,500)	(426,700)	35,000	-	-
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

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

	Social Assistance			Child Care and Early Years Programs		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
Financing						
Levy to municipalities and TWOMO	3,667,600	3,676,500	4,440,800	1,271,600	1,283,900	1,372,900
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	30,748,700	30,889,500	30,121,100	15,503,100	15,517,300	10,796,100
Federal grants	-	-	-	11,089,400	11,495,600	29,268,600
Other revenue	-	-	-	-	-	-
From (to) reserve funds	-	-	-	-	50,000	-
Imputed rent adjustment	167,900	141,400	187,000	12,100	10,200	12,100
Total Financing	34,584,200	34,707,400	34,748,900	27,876,200	28,357,000	41,449,700
Expenditures						
Personnel services	4,077,900	3,977,000	3,911,400	457,600	442,300	465,000
Interest on long-term debt	-	-	-	-	-	-
Materials	523,900	484,600	366,200	42,500	50,800	56,000
Contracted services	5,000	5,000	5,000	1,000	4,700	4,700
Rents and financial expenses	107,400	107,200	107,200	-	-	-
External transfers	24,929,100	25,205,000	24,067,500	26,583,400	27,059,300	39,978,300
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	237,000	156,200	73,300	-	-	-
Allocation of internal admin	3,732,500	3,801,000	5,079,900	721,300	729,500	871,800
Imputed rent recovery	971,400	971,400	1,138,400	70,400	70,400	73,900
Total Expenditures	34,584,200	34,707,400	34,748,900	27,876,200	28,357,000	41,449,700
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

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

	Community Housing and Homelessness Programs			Total		
	2023 Bud	2024 Bud	2025 Bud	2023 Bud	2024 Bud	2025 Bud
Financing						
Levy to municipalities and TWOMO	19,691,400	20,672,600	21,042,400	24,330,600	25,233,000	26,456,100
Income on unrestricted funds	-	-	-	300,000	400,000	400,000
Income on restricted funds	-	-	-	722,600	750,000	750,000
Rents	11,410,200	11,535,500	11,762,600	11,410,200	11,535,500	11,762,600
Provincial grants	7,781,000	17,594,900	17,336,900	54,032,800	64,001,700	58,254,100
Federal grants	11,480,900	9,848,200	7,470,500	22,570,300	21,343,800	36,739,100
Other revenue	338,800	354,300	242,100	377,300	357,800	245,600
From (to) reserve funds	(2,036,200)	(2,190,100)	(1,079,200)	(2,933,400)	(2,874,700)	(1,926,700)
Imputed rent adjustment	63,300	53,300	43,600	-	-	-
Total Financing	48,729,400	57,868,700	56,818,900	110,810,400	120,747,100	132,680,800
Expenditures						
Personnel services	4,200,700	4,521,400	5,001,700	14,867,700	15,210,000	15,998,900
Interest on long-term debt	145,100	100,000	59,500	226,700	173,900	124,500
Materials	18,914,700	19,945,300	21,631,300	21,467,700	22,750,700	24,330,800
Contracted services	30,000	20,000	70,000	198,000	271,800	238,300
Rents and financial expenses	9,600	9,600	9,600	130,500	130,300	130,300
External transfers	20,055,400	27,803,300	25,894,700	71,567,900	80,067,600	89,940,500
Repayment of long-term debt	2,045,900	1,827,800	1,591,500	2,351,900	2,142,800	1,917,500
Program administration recovery	43,600	300,100	402,700	-	-	-
Allocation of internal admin	2,918,400	2,975,200	1,891,700	-	-	-
Imputed rent recovery	366,000	366,000	266,200	-	-	-
Total Expenditures	48,729,400	57,868,700	56,818,900	110,810,400	120,747,100	132,680,800
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-



BOARD REPORT

REPORT No.: 2024-50
MEETING DATE: DECEMBER 19, 2024
SUBJECT: ROMA 2025 POSITION PAPERS

RECOMMENDATION

THAT with respect to Report No. 2024-50 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) approve the 2025 Rural Ontario Municipal Association (ROMA) Position Papers as presented;

AND THAT we direct the Chief Executive Officer (CEO) to send the final delegation package to the appropriate provincial Ministries;

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

AND THAT the Briefings Package be circulated to the Northern Ontario Service Deliverers' Association, the Ontario Municipal Social Services Association, the Northwestern Ontario Municipal Association, the Rural Ontario Municipal Association and the Association of Municipalities of Ontario;

AND THAT the CEO attend the 2025 ROMA Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

REPORT SUMMARY

To provide the Board with the position papers for the 2025 ROMA Annual Conference for review and approval.

BACKGROUND

ROMA will be holding its 2025 Annual Conference on January 19-21, 2025 in Toronto. As part of the conference programming, organizations may submit requests to meet with a Minister.

COMMENTS

Position papers have been drafted on five issues that are recommended to the Board for advocacy with provincial representatives. A first report of these papers was presented to the Board at the November 2024 meeting (Res. 24/89).

The proposed advocacy topics include:

- 1) Planning for the Future of Housing in the District of Thunder Bay - COCHI OPHI Funding Approach: Ministry of Municipal Affairs and Housing (MMAH)
- 2) Supportive Housing Strategy: Ministry of Health, MMAH, Ministry of Children, Community and Social Services (MCCSS)
- 3) Child Care Workforce Development: Ministry of Education
- 4) Social Assistance Shelter Rates: MCCSS
- 5) Release from Custody Taskforce & Strategy: Solicitor General, MCCSS, MMAH, Ministry of Health

STRATEGIC PLAN IMPACT

This report aligns with the strategic plan's advocacy-related objectives.

FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that the 2025 ROMA position papers are presented for review and approval.

REFERENCE MATERIALS

Attachment #1	ROMA 2025 Papers - Planning for the Future of Housing
#2	ROMA 2025 Papers - Supportive Housing Strategy
#3	ROMA 2025 Papers – Child Care Workforce Development
#4	ROMA 2025 Papers – Social Assistance Shelter Rates
#5	ROMA 2025 Papers - Release from Custody Strategy

PREPARED BY:	Carole Lem, Communications & Engagement Officer Tomi Akinyede, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



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

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

POSITION PAPER

January 2025

Rural Ontario Municipal Association Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Paul Calandra, Minister of Municipal Affairs and Housing

Brief

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

Summary

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

Background

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

Currently, there are two National Housing Strategy funding streams that are transferred to Ontario Service Managers:

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

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

In addition to these initiatives, on April 1, 2020, the province of Ontario initiated a separate funding program for housing:

- Canada-Ontario Housing Benefit (COHB) – to provide portable housing benefits for households eligible to be on the community housing waitlist or with financial needs, who live in community housing, while assigning priority to vulnerable groups.

Since their inception, these three funding streams have become critical to TBDSSAB's effective provision of community housing. For example, in the past three years COCHI funding has been central to capital repairs for over 440 housing units, along with supporting maintenance of over 270 existing legacy housing units built under the Urban Native Housing Program. COCHI, OPHI, and COHB funding also significantly impact the TBDSSAB's 10-Year Housing and Homelessness Plan that focuses on addressing housing needs and tackling the increasing problem of homelessness in the district.

However, in 2023 the funding formula for COCHI changed and TBDSSAB received approximately \$1,000,000 less than the amount anticipated and required to offset the funding decline from the Canada-Ontario Social Housing Agreement. In relation to COCHI, the MMAH has not provided a rationale or details regarding the new funding formula to Service Managers. As a result of the reduced COCHI allocations in 2023 and 2024, TBDSSAB has fewer resources available to effectively provide quality community housing for those living in the District of Thunder Bay. To mitigate these limitations, gaining access to future funding formulas will allow TBDSSAB to adequately plan for upcoming funding allocations and proactively pivot for any possible changes.

Therefore, TBDSSAB requests that that the MMAH provide details on the future funding allocation formulas for COCHI, OPHI, and COHB to allow Service Managers to effectively plan for program and service provision in the upcoming funding cycle.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Supportive Housing Strategy

POSITION PAPER

January 2025

Rural Ontario Municipal Association (ROMA) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Sylvia Jones, Minister of Health

Hon. Paul Calandra, Minister of Municipal Affairs and Housing

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

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Health (MOH), the Ministry of Municipal Affairs and Housing (MMAH), and the Ministry of Children, Community and Social Services (MCCSS) release a government-wide Supportive Housing Strategy for Ontario.

Summary

TBDSSAB urges the MOH, MMAH and MCCSS to continue the important work initiated in the virtual engagement process (2020-21), which sought targeted input for the improvement of the supportive housing system. Supportive housing solutions are critical to ensure successful long-term tenancies and end ongoing cycles of homelessness. While the TBDSSAB has made significant investments in supportive housing, individuals experiencing homelessness in the District of Thunder Bay face disproportionately high incidences of mental health and addictions issues. For this reason, TBDSSAB urges the MOH, MMAH, and MCCSS to finalize and release a provincial Supportive Housing Strategy that includes an all-of-government approach.

Background

Between 2020-2021, the MOH, MMAH, and MCCSS ministries held virtual engagement sessions to elicit targeted input on the improvement of the supportive housing system, subsequently releasing **What We Heard: Improving Ontario's Supportive Housing Programs 2020-2021**. In addition, the 2024 Ontario Budget references expanding access to supportive housing, with a \$152 million funding increase over the next three years for mental health and addictions supports. Despite these developments, an official Supportive Housing Strategy for Ontario has not been released to date.

Supportive housing solutions are critical in ensuring successful tenancies, preventing evictions, and ending ongoing cycles of homelessness in the District of Thunder Bay and broadly. This outcome is evidenced by the following initiatives:

- a) Home for Good (HFG), now part of Homelessness Prevention Programs, provides funding for housing and appropriate social supports to facilitate successful transitions into stable housing. Through HFG, the TBDSSAB has housed over 462 unique individuals addressing homelessness and substance use, with a 52.5% increase in the past two years.
- b) The Homelessness Prevention Program (HPP) has enabled TBDSSAB to provide funding for the creation of 52 new supportive housing units, in partnership with health service providers including (but not limited to) NorWest Community Health Centres, St. Joseph's Care Group, and Ontario Aboriginal Housing Services.
- c) The now concluded Social Services Relief Fund (SSRF) enabled the TBDSSAB partners to establish 31 transitional housing spaces with Dilico and Matawa, including on-site access to cultural, health, addictions and educational supports.

Despite these investments, more supportive housing solutions are required.

In August 2024, the MOH released a Call for Proposals for the establishment of Homelessness and Addictions Recovery Treatment Hubs (HART Hubs), that would incorporate a range of critical services including mental health supports, addictions treatment, primary care, case management and supportive housing. This Government-wide approach seems to follow the goals of a Supportive Housing Strategy and is welcomed, however this demonstration project is time limited and would only be open to a maximum of 19 sites.

The District of Thunder Bay's homelessness By-Name List (BNL) currently exceeds 950 active individuals; 67% (639 individuals) self-reported as Indigenous. It is worth noting that homeless individuals in the District of Thunder Bay experience disproportionately high incidences of poor mental health and addiction. For instance, in TBDSSAB's 2021 Point in Time Count, 78% of participants reported ongoing substance use and 53% reported having a mental health condition. Similarly, Northwestern Ontario has the 3rd highest admission rate (33.7 per 1,000) in the province (24.9 per 1,000) for inpatient adult mental health and opioid-related deaths

in the district occur at a rate three times (51 per 100,000) compared to the province (16.1 per 100,000)¹.

Given these statistics, without appropriate support and adequate funding for supportive housing, homeless individuals have a much lower likelihood of moving along the housing continuum. A multi-ministry Ontario-wide supportive housing strategy will ensure a more efficient system that is positioned to better support people with mental health and/or addiction needs who require support from multiple systems.

Therefore, TBDSSAB urges the MOH, MMAH, and MCCSS to continue the engagement process with municipalities and service managers to prepare to release a government-wide Supportive Housing Strategy for the province of Ontario.

¹ Ontario Agency for Health Protection and Promotion (Public Health Ontario). (2023). Quarterly Public Health Unit Opioid Mortality Reports: May 2017 to March 2023 [unpublished data table]. Toronto, ON: King's Printer for Ontario



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Child Care Workforce Development

POSITION PAPER

January 2025

Rural Ontario Municipal Association Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Jill Dunlop, Minister of Education

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Education creates a provincial workforce strategy that guides system service managers on planning for the long-term future of childcare in Ontario with a key focus on sustaining the recruitment, retention and professional development of Early Childhood Educators (ECEs).

Summary

Since 2022, the funding agreement between the Ontario and federal governments has resulted in significant childcare fee reductions and a corresponding increased demand for licensed childcare. However, this increase in demand has surpassed the available spaces and program staff capacity in the District of Thunder Bay, resulting in a growing childcare waitlist that cannot be served. A decreased workforce capacity significantly limits childcare spaces in the district. Therefore, the need for more qualified childcare staff is critical. Addressing this need requires a multipronged approach that would result in a long-term provincial strategic plan for the provision of highly functional and quality childcare.

Background

As of September 2024, TBDSSAB has a childcare waitlist totaling 3,910 children, with 2,570 (65.7%) of that number seeking to be placed as soon as space is available. In contrast, an average of 61 children have been placed in childcare centers from the waitlist each month from January to September 2024. At this rate it will take 42 months for all currently waitlisted children seeking immediate care to be actively placed. It is worth noting that this projection does not account for new waitlist additions. This sizeable and slow-moving waitlist is significantly impacted by the lack of qualified childcare workers required to meet the increasing demand precipitated by CWELCC fee reductions for families.

Accessible, inclusive, and high-quality childcare is essential to our provincial economy and Early Childhood Educators (ECE) are at the forefront. Without a viable workforce there is no childcare, which has a compounding effect. The current ECE workforce has seen a significant decline in Registered Early Childhood Educators (RECE), with a 20% reduction during the COVID-19 pandemic.¹ Unfortunately, post-pandemic, childcare programs continue to struggle with staff recruitment and retention due to a shortage of qualified childcare workers. As a result, these programs have had to operate at a reduced capacity or suspend programs entirely.

To begin addressing the staffing shortfalls, TBDSSAB worked with Confederation College and implemented a RECE Fast Track program in 2023, which relied on the one-time federal investment in the Child Care and Early Years Workforce Funding Strategy. The outcome resulted in 12 of 15 registrants completing the program requirements and becoming RECEs. While this is a testament to the success of the program, TBDSSAB is currently operating at 48% of full ECE workforce and has projected a need for 130 more RECEs to meet the current demand for more childcare spaces.

Though the outcome of TBDSSAB's approach resulted in success this year, its continuation would not be sustainable in meeting the growing need for more childcare spaces. In addition, the dearth of qualified staff and the resulting consequence on the provision of services is not limited to the childcare sector in the District of Thunder Bay.

In a recently concluded study focused on the provincial ECE workforce, the report found that childcare providers across Ontario are plagued by similar workforce issues². For example, some of the findings showed that a shortage of a qualified workforce has led to compounding effects. These include having an unutilized capacity, which limits access to childcare and a growing waitlist of parents seeking childcare. In some communities, they have turned to the use of untrained staff as a stop gap measure, which results in qualified ECE staff having to provide on-the-job training while also fulfilling their work duties. The resultant effect has been a reduction

¹ Ontario Ministry of Education. (2021). Child Care and Early Years Workforce Funding: Ministry of Education.

² Akbari, E., McCuaig, K., Schurter, M. Varmuza, P., Akbari, S., Mudie, S. (2024). Knowing Our Numbers: A Provincial Study with a Local Lens on the Early Childhood Education Workforce in Ontario. Northern Perspectives.

in the quality of care provided and staff burnout as they carry out their extended duties with little to no support.

Outside of the childcare sector, long-term care (LTC) homes recently experienced a similar workforce crisis, leading to decreased system capacity. As a response, in 2023 the Ontario government committed \$300 million over three years for the attraction, retention, and support of new PSWs. This funding offers up to \$25,400 for PSW students and new graduates, including (but not limited to):

- Up to \$5,400 stipend for students during a long-term or community care clinical placement.
- \$10,000 to support relocation costs for recent PSW graduates committed to working in a long-term or community care setting in a rural, remote, or northern area for one year.³

As with the incentivization introduced for PSWs, a provincial workforce strategy that focuses on addressing challenges faced by the childcare sector will allow for a sustainable increase in capacity of the childcare workforce, who, in turn, can accommodate the growing demand for more childcare spaces.

Therefore, TBDSSAB requests that the Ministry of Education provide Service Managers with a provincial workforce strategy that would enable DSSABs and CMSMs to strategize on the long-term future of childcare and grow the number of qualified ECEs across the province.

³ https://www.healthforceontario.ca/en/Home/All_Programs/PSW_Initiatives



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

Social Assistance Shelter Rates

POSITION PAPER

January 2025

Rural Ontario Municipal Association Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

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

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that Ministry of Children, Community and Social Services (MCCSS) adjusts social assistance shelter rates to match local average market rents to address the shortfall between shelter rates and the actual cost of shelter.

Summary

Social assistance (SA) shelter rates are well below average market rent in Ontario, which creates a large shortfall in rent revenue for service managers. As community housing is funded and administered by municipal governments, this shortfall results in higher costs for the service manager and ultimately a considerable impact on the municipal taxpayer. The low shelter rates act as a deterrent for further investment in community housing units.

Background

Since 2000, rent scales have not increased for community housing tenants. On a parallel scale, market rental rates have increased by 103.8% in Thunder Bay,¹ creating a growing gap between SA shelter rates and the actual cost of shelter.

A single Ontario Works (OW) or Ontario Disability Support Program (ODSP) benefit recipient who is housed through a private market rental unit is eligible for the maximum shelter allowance under the respective program. However, if the same individual is housed through a community housing provider, the shelter allowance is determined by the geared-to-income (GTI) rent scales, resulting in a monthly difference in provincial rent support between \$300 and \$788 in the District of Thunder Bay depending on household size (see [Appendix A](#)).

¹ Thunder Bay. CMHC Housing Market Information Portal. <https://www03.cmhc-schl.gc.ca/hmip-pimh/#TableMapChart/2240/3/Thunder+Bay+CMA>

Based on the number of households who are recipients of social assistance (OW or ODSP) and reside in TBDSSAB direct-owned units, the difference between the rent scales and shelter allowance maximums has resulted in a loss of \$8.7 million over the past year. These funds could have significantly supported the backlog in community housing repair, renovation, or regeneration. In addition, current shelter rates have been insufficient to cover the actual cost of market housing in the District of Thunder Bay (see [Appendix B](#)). The difference between shelter rates and average market rents in the TBDSSAB service area is sizeable and results in a negative socio-economic effect. Firstly, the significant difference leads households who are currently renting to reallocate their basic allowance (that is intended for food and necessities) to cover rental costs. Secondly, the lack of affordability for individuals looking to rent in the market has led to an increase in the waitlist for community housing. For instance, the average waitlist number in 2022 was approximately 1,001. In 2023, this increased to 1,242 and in 2024 there was an approximate average of 1,369 applicants on the waitlist.

Emergency shelter usage has also increased due to unaffordable market rent. The monthly cost for emergency shelter usage is \$1,340 but the average bachelor apartment rental rate is \$823. By matching OW shelter rates with the average market rate for a bachelor apartment in the district – an increase of \$433 – it could potentially save the TBDSSAB an estimate of \$907 per individual (monthly shelter stay \$1,340 - \$433 OW shelter rate increase = \$907) while providing a suitable home for the recipient.

Given the importance of providing safe, stable and adequate housing for individuals in the district, it is recommended that the MCCSS adjust shelter assistance rates to match market rental rates to ease the overwhelming pressure on the individuals seeking social support and emergency shelter systems who are having to operate over capacity.

Therefore, TBDSSAB requests that MCCSS adjust social assistance shelter rates to match local average market rents to address the shortfall between social assistance shelter rates and the actual cost of shelter.

Appendix A: Difference in OW/ODSP Shelter Rates and HSA Rent Scales

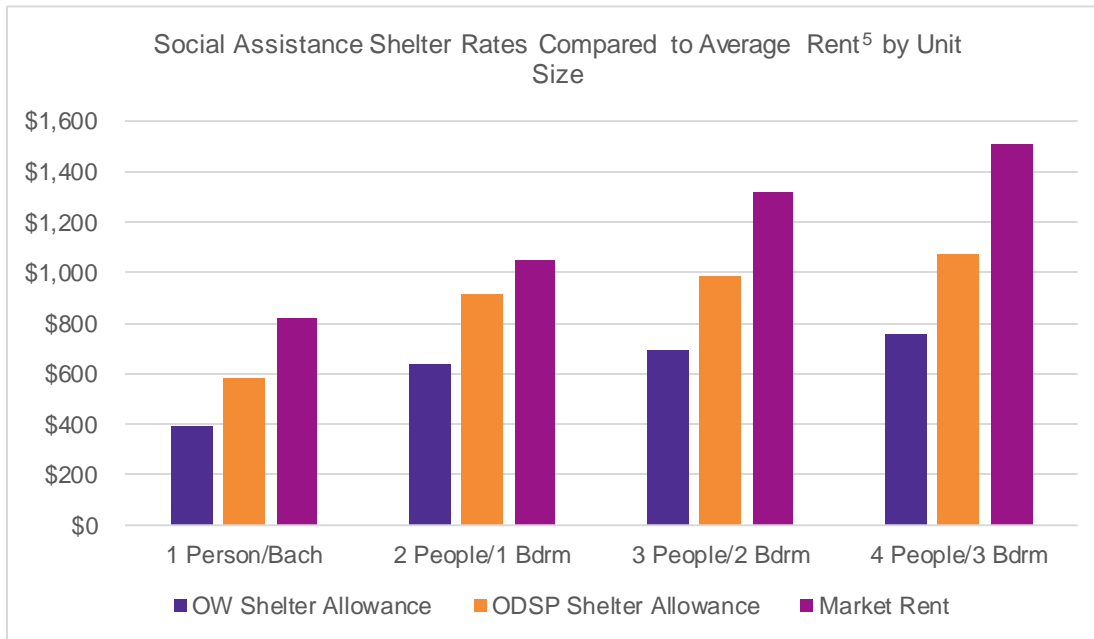
Household Size	OW Shelter Rate ²	Average HSA Rent Scale ³	Difference	ODSP Shelter Rate ⁴	ODSP HSA Rent Scale ²	Difference
1	\$390.00	\$85.00	-\$305.00	\$582.00	\$109.00	-\$473.00
2	\$642.00	\$175.00	-\$467.00	\$915.00	\$199.00	-\$716.00
3	\$697.00	\$212.00	-\$485.00	\$990.00	\$236.00	-\$754.00
4	\$756.00	\$254.00	-\$502.00	\$1,074.00	\$278.00	-\$796.00
5	\$815.00	\$296.00	-\$519.00	\$1,159.00	\$321.00	-\$838.00
6	\$844.00	\$339.00	-\$505.00	\$1,201.00	\$363.00	-\$838.00
7	\$844.00	\$381.00	-\$463.00	\$1,201.00	\$405.00	-\$796.00
8	\$844.00	\$423.00	-\$421.00	\$1,201.00	\$488.00	-\$713.00
9	\$844.00	\$466.00	-\$378.00	\$1,201.00	\$490.00	-\$711.00
10	\$844.00	\$508.00	-\$336.00	\$1,201.00	\$532.00	-\$669.00
11	\$844.00	\$550.00	-\$294.00	\$1,201.00	\$575.00	-\$626.00
12+	\$844.00	\$593.00	-\$251.00	\$1,201.00	\$617.00	-\$584.00

² Ontario <https://www.ontario.ca/laws/regulation/010298#BK4>

³ Ontario <https://www.ontario.ca/document/ontario-works-policy-directives/63-shelter>

⁴ Ontario <https://www.ontario.ca/document/ontario-disability-support-program-policy-directives-income-support/62-shelter-calculation>

Appendix B: Social Assistance Shelter Rates Compared to Average Rent by Unit Size⁵



⁵ Thunder Bay. CMHC Housing Market Information Portal. <https://www03.cmhc-schl.gc.ca/hmip-pimh/#TableMapChart/2240/3/Thunder+Bay+CMA>



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Release from Custody Taskforce & Strategy

POSITION PAPER

January 2025

Rural Ontario Municipal Association Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Michael Kerzner, Solicitor General

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

Hon. Paul Calandra, Minister of Municipal Affairs and Housing

Hon. Sylvia Jones, Minister of Health

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Solicitor General, the Ministry of Children, Community and Social Services (MCCSS), Ministry of Municipal Affairs and Housing (MMAH), and the Ministry of Health (MOH) to develop a provincial Release from Custody Taskforce with the aim of establishing a strategy to address individuals being released from custody into homelessness or without appropriate supports.

Summary

To address the high provincial recidivism rates, TBDSSAB urges the Solicitor General, MCCSS, MMAH, and MOH to develop a provincial Release from Custody Taskforce and Strategy, to address supports for housing, addictions, mental health, medical care, transportation, and basic needs for individuals upon release from custody.

Background

Provincial recidivism rates for adults sentenced to custody or community supervision are as high as 50% within three years of release, with a custodial sentence resulting in a greater likelihood of reconviction over community supervision.ⁱ Men aged 18 to 34 have the highest incidence of reconviction (56%), followed by women of the same age group (51%).ⁱ Indigenous individuals experience the greatest risk (60%), at an average rate of 30% higher than non-Indigenous people.ⁱ Additionally, mental health and substance use disorders are disproportionately represented in incarcerated populations across the province, with evidence that increased access to post-release substance-use programs effectively reduces recidivism rates.^{ii,iii}

However, individuals released from custody face significant barriers to reintegration, including access to economic supports, employment, housing, medication coverage, mental health care and substance-use programming.^{iv} These supports are important protective factors that prevents future incarceration.^{iv}

Upon release, many individuals lack critical resources, including a place to live, financial means, transportation, and coverage for prescription medications. Additionally, individuals released in Thunder Bay are often far from their hometowns and communities, decreasing their ability to secure housing. These factors significantly increase the risk of reincarceration. For instance, over the past 16 months, TBDSSAB has been involved with the Thunder Bay Community Reintegration Planning Table to support 15 incarcerated individuals' post-custodial release. Currently, five (33%) of these individuals have been reincarcerated, demonstrating the significant need for additional reintegration supports to further reduce these rates.

The current average cost of adult correctional services for a single inmate is \$326 daily or \$9,780 monthly.^v Conversely, the rental cost for a single bedroom apartment in Thunder Bay averages \$1,054 monthly. Even with additional targeted services, development and investment in post-correctional supports would result in significant savings for the provincial government, while also facilitating effective reintegration into society for individuals. Key areas include effective discharge planning, stable housing, mental health and addictions supports, employment training and education, and medical care and coverage. Addressing the complex needs of those released through effective services, practices, and programs is critical for successful integration and therefore decreased likelihood of recidivism.

Therefore, TBDSSAB urges the Solicitor General, MCCSS, MMAH, and MOH to work with DSSABs and CMSMs to develop a provincial Release from Custody Taskforce with the aim of establishing a strategy to address individuals being released from custody into homelessness or without appropriate supports.

ⁱ Pedneault, Lee & Jones, 2023, <https://www150.statcan.gc.ca/n1/pub/85-002-x/2024001/article/00002-eng.htm>

ⁱⁱ Lebenbaum et al., 2024, *The Canadian Journal of Psychiatry*, Vol 69 pp 21-32 <https://doi-org.ezproxy.lakeheadu.ca/10.1177/07067437221140385>

ⁱⁱⁱ Ostermann, M., & Matejkowski, J. (2012). Exploring the Intersection of Mental Health and Release Status with Recidivism. *Justice Quarterly*, 31(4), 746–766. <https://doi.org/10.1080/07418825.2012.677465>

^{iv} John Howard Society <https://johnhoward.on.ca/wp-content/uploads/2022/05/No-Fixed-Address-Final-Report.pdf>

^v Statistics Canada <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510001301>



Memorandum

Date: December 2, 2024
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Nomination and Election of 2025 Board Officers, Committee & Table Members**

In accordance with the Governance and Procedural By-law Section 3(1) and (2) and Policy No. BRD-01:62 Board Committees, appointment of the Chair, Vice Chair and appointments to Board Committees and Tables are to be made at the December Meeting and will become effective on January 2, 2025.

In order for all Board members to be considered for nomination, nominations will be called for at the December meeting.

Ken Ranta, Secretary, will call for nominations for the position of Chair of TBDSSAB for the term ending December 31, 2025 in accordance with O. Reg. 278/98 under the *District Social Services Administration Board Act*.

Ken Ranta, Secretary, will call for nominations for the position of Vice-Chair of TBDSSAB for the term ending on December 31, 2025 as per the TBDSSAB Governance & Procedural By-law.

Ken Ranta, Secretary, will call for nominations for the five Audit Committee positions for the term ending on December 31, 2025.

Ken Ranta, Secretary, will call for nominations for the five Situation Analysis Review Committee positions for the term ending on December 31, 2025.

Ken Ranta, Secretary, will call for nominations for the two Child Care and Early Years Advisory Table Advisory Table positions for the term ending on December 31, 2025.

Ken Ranta, Secretary, will call for nominations for the two Homelessness Prevention Program Advisory Table positions for the term ending on December 31, 2025.



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

If more than one Member is interested in an office or position, the Board will vote by secret ballot to select the nominee for the office.

The Following Resolution will be presented for the Board's consideration at the December 19, 2024 Board meeting:

THAT effective January 2, 2025 the position of Chair of The District of Thunder Bay Social Services Administration Board for the term ending December 31, 2025, be filled by _____.

AND THAT effective January 2, 2025 the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, for the term ending December 31, 2025, be filled by _____.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, for the term ending December 31, 2025:

1. _____
2. _____
3. _____
4. _____
5. _____

AND THAT the Committee Chair be appointed at the first Committee meeting of the year.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Situation Analysis Review Committee, for the term ending December 31, 2025:

1. _____
2. _____
3. _____
4. _____
5. _____

AND THAT the Committee Chair be appointed at the first Committee meeting of the year.

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Child Care and Early Years Advisory Table, for the term ending December 31, 2025:

1. _____
2. _____



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

AND THAT effective January 2, 2025 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, for the term ending December 31, 2025:

1. _____
2. _____

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

- Attachment #1 [Board Committee & Advisory Table Policy](#)
- #2 [Terms of Reference – Audit Committee](#)
- #3 [Terms of Reference – Situation Analysis Review Committee](#)
- #4 [Terms of Reference – HPP Advisory Table](#)
- #5 [Terms of Reference – CCEY Advisory Table](#)

The District of Thunder Bay Social Services Administration Board

TBDSSAB #BRD-01:62

POLICY

SECTION

BOARD - GENERAL

SUBJECT

BOARD COMMITTEES AND ADVISORY TABLES

AUTHORITY

Governance & Procedural By-law No. 03-2021

TBDSSAB Resolution No. 14/110.

TBDSSAB Resolution No. 17/18

INTENT OF POLICY

In order to ensure the efficient ongoing operation of the Board and to meet legislated requirements, the following Board Standing Committee will be formed:

Audit Committee

The Board may also establish Special Committees and Advisory Tables by Resolution that would be tasked with specified duties. Committees and Advisory Tables can facilitate the complex work of the Board by making the best use of Board and Staff Member time, allowing more detailed discussion on particular issues, and building of expertise amongst Board Members. Any Board Member may provide feedback to any Board Committee Member to bring forward their input at the Committee or Advisory Table level.

A set of General Committee Rules, outlined in the Procedure, shall be applicable to all Board Committees and Advisory Tables.

Each Committee has a duty to report to the Board, and evaluate its functioning, in accordance with its mandate.

RELATED POLICIES

BRD-01:78 Terms of Reference – Audit Committee

BRD-01:97 Terms of Reference – Homelessness Prevention Program Advisory Table

BRD-01:112 Terms of Reference – Child Care and Early Years Advisory Table

IMPLEMENTATION / BOARD APPROVAL DATE:

February 23, 2017

REVISION DATE(S): 2012Dec10 (Housekeeping – Policy #); 2014Nov27, 2017Feb23(remove ref to exec and prg ctee) 2021Dec16 Hskpg 2023Nov7 (Hskpg) Apr29/24 (Hskpg)

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POLICY	SECTION BOARD - GENERAL
	SUBJECT TERMS OF REFERENCE AUDIT COMMITTEE

AUTHORITY

Governance and Procedural By-law 03-2021
BRD-01:62 Board Committee and Advisory Tables
TBDSSAB Resolution No. 12/95
TBDSSAB Resolution No. 17/18

INTENT OF POLICY

The purpose of the Board’s Audit Committee is to meet in order to carry out its mandate related to audit matters of The District of Thunder Bay Social Services Administration Board (TBDSSAB) and Thunder Bay District Housing Corporation (TBDHC) as outlined in this policy, and bring forward recommendations to the Board for approval.

The Board Committees and Advisory Tables Policy BRD-01:62 will be followed in accordance with the formation of Board Standing Committees and the General Committee Rules, Duty to Report, and Committee Evaluation, which are applicable to all Board Committees.

POLICY

MEMBERSHIP/ STRUCTURE

- The Audit Committee shall be comprised of five Board members at large.

Staff Members required by the Committee include the Director, Corporate Services Division, Manager, Finance and other staff as required.

The members of the Committee will select one member as Chair of the Audit Committee at the first Committee meeting.

FREQUENCY OF MEETINGS

The Audit Standing Committee will meet as required. Meetings will occur prior to the commencement of the audit, once following the completion of the audit, and additional meetings as required to deal appropriately with the Committee’s mandate; at the call of the Committee Chair.

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

February 23, 2017

REVISION DATES(S):Housekeeping: 2012Dec10 (Policy#); 2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format), 2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update) Apr29/24 (Hskpg)

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<p>SECTION BOARD - GENERAL</p>	<p>SUBJECT TERMS OF REFERENCE AUDIT COMMITTEE</p>
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1.0 MANDATE OF THE COMMITTEE

- 1.1 Review, with the external auditors, the proposed scope of the current year's audit.
- 1.2 Review and approve the auditor's engagement letter including the audit fee and expenses.
- 1.3 Assess whether appropriate assistance is being provided to the auditors by staff.
- 1.4 Review and ensure that weaknesses detected in the prior year's audit are controlled and determine whether all practical steps have been taken to overcome them.
- 1.5 Inquire about changes in the financial systems and control systems during the year.
- 1.6 Review the integrity and effectiveness of policies regarding the financial operations, systems of internal control and reporting mechanisms of the Board; and ensure that they are in accordance with generally accepted accounting principles and practices.
- 1.7 Inquire into the major financial risks faced by the Board and the appropriateness of related controls to minimize their potential impact.

2.0 ANNUAL FINANCIAL STATEMENTS

- 2.1 Receive and review the unaudited and audited financial statements of the TBDSSAB and TBDHC whether interim or year-end; and report to the Board prior to the Board's approval thereof.
- 2.2 Review audited annual financial statements, in conjunction with the report of the external auditor, and obtain an explanation from Management of all significant variances between comparative reporting periods.
- 2.3 Inquire about changes in professional standards or regulatory requirements.
- 2.4 Review the entire annual financial report for consistency with the financial statements.

Audit Committee Review Date: 2012Aug29
 IMPLEMENTATION / BOARD APPROVAL DATE:
February 23, 2017
 REVISION DATES(S): Housekeeping: 2012Dec10 (Policy#);
 2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format),
 2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update)
 Apr29/24 (Hskpg)

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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE AUDIT COMMITTEE
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2.5 Recommend approval of the financial statements to the Board.

3.0 AUDIT RESULTS

3.1 Review the report of the external auditors on the annual financial statements.

3.2 Review the external auditor’s post-audit or management letter which may document weaknesses in the accounting system or in the internal control systems; and which contain recommendations of the external audit, and management’s response and subsequent follow-up to any identified weakness.

3.3 Meet privately with the external auditors (without the presence of staff) with regard to the adequacy of the internal accounting controls and similar matters, and review staff responses to ascertain whether there are concerns that should be brought to the Committee’s attention.

3.4 Review any issues identified by the external auditor in performing the audit, including any restrictions imposed by staff or significant accounting issues on which there was a disagreement with staff, or situations where staff sought a second opinion on a significant accounting issue.

3.5 Meet privately with staff to determine whether the external audit was performed in a professional manner, in accordance with the audit engagement letter and any other contractual agreement in place for these services, and to receive Administration’s recommendation regarding the appointment or re-appointment of external auditors.

Related Policies

BRD-01:86 Board Committees and Advisory Tables

BRD-01:61 Board Members Conflict of Interest

BRD-01:82 Remuneration for Board Members

BRD-01:103 – Board Members, Non-Members of Board Committees and Advisory Tables Code of Conduct

CS-02:85 Travel and Business Expense

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

February 23, 2017

REVISION DATES(S): Housekeeping: 2012Dec10 (Policy#);
2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format),
2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update)
Apr29/24 (Hskpg)

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The District of Thunder Bay Social Services Administration Board

TBDSSAB #BRD-01:157

POLICY

SECTION

BOARD - GENERAL

SUBJECT

TERMS OF REFERENCE

**Situation Analysis Review Ad-hoc
Committee**

AUTHORITY

Governance and Procedural By-law 03-2021
BRD-01:62 Board Committee and Advisory Tables
TBDSSAB Resolution No. 23/44.

INTENT OF POLICY

The purpose of the Board’s Situation Analysis Review Ad-hoc Committee is to meet to carry out its mandate to gather further information and input as needed, review the Proposed Implementation Plan, and bring forward recommendations to the Board for approval.

POLICY

MEMBERSHIP/ STRUCTURE

The Situation Analysis Review Ad-hoc Committee shall be comprised of five Board members at large.

The members of the Committee will select one member as Chair of the Committee at the first Committee meeting.

The Chief Executive Officer (CEO), Communications and Engagement Officer and the Manager – Human Resources shall provide support to the Committee along with other Staff as determined by the CEO.

FREQUENCY OF MEETINGS

The Committee will meet no less than every three months until its mandate is complete or the end of its term, whichever occurs first.

MANDATE OF THE COMMITTEE

- 1.1 Review the Situation Analysis: Proposed Implementation Plan from Board Report No: 2023-14 as referred per Res No: 23-32A.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2023

REVISION DATES(S): 2024May10 Hskpg

SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE Situation Analysis Review Ad-hoc Committee
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- 1.2 Receive input from external parties as required to inform the work of the Committee.
- 1.3 Act as representatives on behalf of the Board in liaising with officials and other individuals.
- 1.4 Develop recommendations regarding each item identified in the Proposed Implementation Plan.
- 1.5 Report to the Board to identify the Committee’s recommendations in the form of a draft revised implementation plan.
- 1.6 Modify the draft implementation plan should the Board request changes and present a final draft for the Board’s approval.

Related Policies

BRD-01:82 Remuneration for Board Members

POLICY	SECTION BOARD – GENERAL
	SUBJECT TERMS OF REFERENCE - HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE

AUTHORITY

Governance & Procedural By-law 03-2021
BRD-01:62 Board Committee and Advisory Tables
TBDSSAB Resolution No. 17/46.

INTENT OF POLICY

The purpose of The District of Thunder Bay Social Services Administration Board’s (TBDSSAB or the Board) Homelessness Prevention Program (HPP) Advisory Table is to meet in order to review current HPPs and funding allocations and to identify new opportunities to assist the Board in meeting its obligations under the HPP Guidelines and Service Agreement.

The Board Governance and Procedure By-law (Section 14) states that an Advisory Table may be established by the Board to examine, develop, administer, implement, report upon and recommend initiatives and programs of the TBDSSAB within the jurisdiction of the Board.

POLICY

MEMBERSHIP / STRUCTURE

The composition of the HPP Advisory Table may include members of the Board, members of District municipal councils and members of the general public. The Table shall be comprised of the following membership:

- Maximum of two members of the Board, appointed by the Board;
- Maximum of six Stakeholder members comprised of members of District municipal councils and members of the community with broad experience in housing and homelessness;
- Chief Administrative Officer (CEO) (ex-officio);
- Director, Integrated Social Services Division;
- Manager, Housing & Homelessness Programs;
- Two additional staff as determined by the CEO.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg – 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg – 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (Hskpg-2023Dec6) Apr29/24 (Hskpg)

<p>SECTION</p> <p>BOARD - GENERAL</p>	<p>SUBJECT</p> <p>TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE</p>
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The Table shall have a maximum membership of 13 people and a minimum of seven people. Meeting quorum shall be 50% + 1 of the appointed membership. The Table will be chaired by the Director, Integrated Social Services Division.

Notice of nominations for the Stakeholder positions will be distributed broadly. Nominations will be reviewed and selected by the Table Chair in consultation with the CEO and any Board members chosen to sit on the Table.

The Table shall be established for a two-year term (January – December).

Continuation of the Table will be at the discretion of the Board.

Staff resources, as ex-officio members, required to support the work of the table will be determined by the Table Chair in consultation with the CEO.

FREQUENCY OF MEETINGS

The HPP Advisory Table will meet on a semi-annual basis or on an exceptional basis as required, at the discretion of the Chair. Meeting dates will be established to meet the information and reporting requirements of the Board and the HPP. Meetings will be held at the TBDSSAB headquarters or via e-meeting platforms, at the discretion of the Chair.

Minutes of the HPP Advisory Table will be recorded and submitted to the Board as a whole for information only.

MANDATE OF THE COMMITTEE

Knowledge

- The Table members shall keep abreast of any significant developments in the fields of Community Housing, Affordable Housing, Homelessness Prevention and HPP guidelines.
- The Table members shall be aware of TBDSSAB’s 10-Year Housing and Homelessness Plan and reference this plan in the context of HPP initiatives.
- The Table shall be made aware of operational and fiscal implications of any new provincial government directives, initiatives, or changes to relevant legislation and regulations.

Risk Management

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (2023Dec6-Hskpg) Apr29/24 (Hskpg)

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<p>SECTION BOARD - GENERAL</p>	<p>SUBJECT TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE</p>
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- The Table may be advised of any significant problems arising out of the management of the HPP administered by TBDSSAB and delivered by external organizations.

Proposals

- The Table may review and provide input on Administration’s proposals to the Board regarding the use of HPP funding allocations received by TBDSSAB. These proposals may address service gaps or respond to strategic social and affordable housing directions.

Advocacy

- The Table will be apprised of any systemic issues and barriers impacting on the local service delivery system and the availability and accessibility to affordable housing. The Table may make recommendations to the Board for advocacy initiatives to address these issues and barriers.

Research and Development

- The Table will be kept abreast of any stakeholder collaborations being conducted by TBDSSAB staff to identify issues and improve the community housing delivery system service related to the HPP.
- The Table will review information and provide feedback on provincial and federal government homelessness prevention and housing policies, programs, funding and procedures related to the HPP.
- Other matters as delegated to the Table by the Board.

REMUNERATION

The HPP Advisory Table membership shall not be remunerated for their participation and service on the Table in accordance with the Remuneration for Board Members Policy. However, if required, members will be reimbursed for travel, meal and accommodation expenses in accordance with the Travel and Business Expense Policy.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (2023Dec6-Hskpg) Apr29/24 (Hskpg)

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<p>SECTION</p> <p>BOARD - GENERAL</p>	<p>SUBJECT</p> <p>TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE</p>
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CONFLICT OF INTEREST

All members of the HPP Advisory Table are required to declare to the Chair any real, potential or perceived conflict of interest arising in regard to any matter under discussion by the Table.

CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

Confidentiality, communications and consultation require balancing among the following objectives:

- Provide a confidential forum for open discussion that enables broad consideration of a range of issues and options.
- Open communication with the broader housing sector concerning community housing and homelessness matters.
- Opportunities for broader input and engagement on specific issues to enhance the work undertaken by the Table.

In order to create a climate of open dialogue, members must keep detailed conversations at the Table confidential. However, recognizing the importance of multiple perspectives, participants will be encouraged to discuss the broad themes with relevant contacts in their respective organizations and communities.

There will be issues under consideration of the Table that may benefit from a broader consultation process. The Board will welcome advice from the Table on which issues would benefit from broader consultation. Consultation activities will be led by TBDSSAB Administration.

Members agree that materials used to support and facilitate the discussions are working documents, and that their distribution will be limited to the Table membership.

All materials produced by the Table, including research analysis, reports and advice, remain the property of TBDSSAB.

Documents related to the work or support for the Table will be subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and the *Municipal Freedom of Information and Protection of Privacy Act*.

All Table members will be required to sign a Confidentiality Agreement.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (2023Dec6-Hskpg) Apr29/24 (Hskpg)

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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE
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RELATED POLICIES AND PROCEDURES

BRD-01:61 Board Members Conflict of Interest
BRD-01:82 Remuneration for Board Members
BRD-01:103 – Board Members, Non-Members of Board Committees and Advisory
Tables Code of Conduct
CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-
2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14)
(Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4)
(2023Dec6-Hskpg) Apr29/24 (Hskpg)

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The District of Thunder Bay Social Services Administration Board

TBDSSAB #BRD-01:112

POLICY	SECTION BOARD – GENERAL
	SUBJECT TERMS OF REFERENCE CCEY ADVISORY TABLE

AUTHORITY

Governance and Procedural By-law 03-2021
BRD-01:62 Board Committee and Advisory Tables
TBDSSAB Resolution No. 18/39.

INTENT OF POLICY

The purpose of The District of Thunder Bay Social Services Administration Board (TBDSSAB) Child Care and Early Years’ Advisory Table is to review the Child Care and Early Years’ Service System Plan, and to assist the Board in meeting its obligations under the Ontario Child Care and Early Years’ Service System Plan Resource Guide.

Section 14 of the Governance and Procedural By-law states that an Advisory Table may be established by the Board to examine, develop, administer, report upon recommended initiatives and programs of the TBDSSAB within the jurisdiction of the Board.

POLICY

MEMBERSHIP / STRUCTURE

The composition of the Child Care and Early Years’ Advisory Table may include members of the Board, members of District municipal councils, and members of the general public.

The Table shall be comprised of the following membership:

- Two Board Members, appointed by the Board
- One municipal Councillor who is not a current member of the TBDSSAB
- Two or three community members (e.g. Parents / Caregivers)
- Two School Board Early Years Leads
- One EarlyON Child and Family provider Representative
- One Child Care provider Representative
- One Indigenous Representative
- One Francophone Representative
- Director, Integrated Social Services Division
- Manager, Child Care and Early Years Program

IMPLEMENTATION / BOARD APPROVAL DATE:

March 15,2017

REVISION DATE(S)(Hskpg 2020Dec14) (Bylaw and Policy updates
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg
(Rev04/18)

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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE CCEY ADVISORY TABLE
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- One or two front-line staff

The Table shall have a maximum of 16 people and a minimum of 8 people.

Meeting quorum shall be 50% + 1 of the appointed membership.

The Table shall be chaired by the Director – Integrated Social Services.

The Chief Executive Officer shall be an ex-officio member of the Table.

Notice of nominations for the Stakeholders positions will be distributed broadly.

Nominations will be reviewed and selected by the Table Chair in consultation with the Manager and any Board members chosen to sit on the Table.

The Table shall be established for a three-year term.

Continuation of the Table will be at the discretion of the Board at the end of each Term.

Staff resources, as ex-officio members, required to support the work of the table will be determined by the Table Chair, in consultation with the CEO.

FREQUENCY OF MEETINGS

The Child Care and Early Years’ Advisory Table will meet on a semi-annual basis or on an exceptional basis as required, at the discretion of the Chair. Meeting dates will be established to meet the information and reporting requirements of the Board and the Ministry of Education.

Meetings will be held at the TBDSSAB main office building, or via e-meeting platforms, at the discretion of the Chair.

Minutes of the Child Care and Early Years’ Advisory Table will be recorded and submitted to the Board as a whole for information only.

MANDATE OF THE COMMITTEE

Knowledge

- The Table members shall keep abreast of any significant developments in the Child Care and Early Years’ sector.

IMPLEMENTATION / BOARD APPROVAL DATE: March 15, 2018 REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates 2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg (Rev04/18)	PAGE 2 of 4
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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE CCEY ADVISORY TABLE
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- The Table shall be aware of Ontario Child Care and Early Years' Service System Planning Resource from the Ministry of Education.
- The Table shall be made aware of any service system changes as a result of the service system planning.

Risk Management

- The Table may be advised of any significant issues arising out of the development of the Child Care Early Years' Service System Plan.

Proposals

- The Table may review and provide input on Administration's proposal to the Board regarding the Child Care and Early Years' Service System Plan. The Service System Plan should support the design and improvement of a child care and early years' service system based on the needs, strengths, priorities, and desired outcomes of the community.

Advocacy

- The Table will be apprised of any systemic issues and barriers impacting on the local service system planning. The Table may make recommendations to the Board for advocacy initiatives to address issues and barriers.

Research and Development

- The Table will be kept informed of any stakeholder collaborations being conducted by TBDSSAB Administration to identify areas of strengths and issues and the work to improve on the delivery of Child Care and Early Years Services.
- The Table will review information on research and best practices as it relates to Early Childhood.
- Other matters as delegated to the Table by the Board.

REMUNERATION

The Child Care and Early Years' Advisory Table membership shall not be remunerated for their participation and service on the Table. However, if required, members will be reimbursed for travel, meal and accommodation expenses in accordance with the Board's Remuneration Policy.

IMPLEMENTATION / BOARD APPROVAL DATE: March 15, 2018 REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates 2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg (Rev04/18)	PAGE 3 of 4
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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE CCEY ADVISORY TABLE
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CONFLICT OF INTEREST

All members of the Child Care and Early Years’ Advisory Table are required to declare to the Chair any actual, potential or perceived conflict of interest arising in regard to any matter under discussion by the Table.

CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

Confidentiality, communications and consultation require balancing among the following objectives:

- Providing a confidential forum for open discussion that enables broad consideration of a range of issues and options
- Open communication with the broader child care and early years sector
- Opportunities for broader input and engagement on specific issues to enhance the work undertaken by the Table.

In order to create a climate of open dialogue, members are requested to keep detailed conversations at the Table confidential. However, recognizing the importance of multiple perspectives, participants will be encouraged to discuss the broad themes with relevant contacts in their respective organizations and communities.

There will be issues under consideration of the Table that may benefit from a broader consultation process. Administration will welcome advice from the Table on which issues would benefit from broader consultation. Consultation activities may be led by Administration.

Members agree that materials used to support and facilitate the discussions are working documents, and that their distribution will be limited to the Table membership.

All materials produced by the Table, including research analysis, reports and advice, remain the property of TBDSSAB.

Documents related to the work or support for the Table will be subject to the provisions of the *Freedom of Information and Protection of Privacy Act*.

All Table members will be required to sign a confidentiality agreement.

IMPLEMENTATION / BOARD APPROVAL DATE: March 15, 2018 REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates 2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg (Rev04/18)	PAGE 4 of 4
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SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE CCEY ADVISORY TABLE
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RELATED POLICIES AND PROCEDURES

BRD-01:61 Board Members Conflict of Interest
BRD-01:82 Remuneration for Board Members
BRD-01:103 – Board Members, Non-Members of Board Committees and Advisory
Tables Code of Conduct
CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:
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Memorandum

Date: December 2, 2024
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Proposed 2025 Board Meeting Dates and 2026 Inaugural Meeting Date**

As per the Governance and Procedural By-law, the Board is to confirm the schedule for the 2025 Board Meeting dates and the 2026 Inaugural Board Meeting date at the January 16, 2025 Board Meeting and a resolution will be presented for consideration at that meeting.

In order to provide the Board with the opportunity to review and discuss the 2025 Board Meeting dates and the 2026 Inaugural meeting date being proposed by Administration prior to confirmation, the proposed dates are being provided at the December 19, 2024 Board Meeting. Board Meetings are scheduled to start at 10:00 a.m. and continue until 3:00 p.m. to allow enough time to complete Board Business.

Administration has reviewed the schedules for Annual General Meeting and conference dates currently available from the Thunder Bay District Municipal League, Northwestern Ontario Municipal Association, Northern Ontario Service Deliverers' Association, Rural Ontario Municipal Association, Ontario Municipal Social Services Association, Association of Municipalities of Ontario, Thunder Bay Police Service Board and Thunder Bay District Health Unit to limit conflicts in schedules of Board Members.

Administration proposes that two consecutive dates be set for the November Board Meeting to allow time for the presentation of the TBDSSAB Budget.

February 20, March 20, April 17, May 15, June 19, July 17,
September 18, October 16, November 20, November 21,
December 18, 2025 and January 15, 2026



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

As per the Governance and Procedural By-law, a resolution will be presented at the January 16, 2025 Board Meeting for consideration by the Board to schedule the 2025 Board Meeting dates and the 2026 Inaugural Board Meeting date.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

Ministry of
Municipal Affairs
and Housing

Associate Minister's Office
Housing

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-6500

Ministère des
Affaires municipales
et du Logement

Bureau du ministre associé
Logement

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-6500



283-2024-203

October 17, 2024

Chair Brian Hamilton
District of Thunder Bay Social Services Administration Board
Board.chair@tbdssab.ca

Dear Chair Hamilton:

I would like to thank you, your fellow board member Anne-Marie Bourgeault, and Chief Executive Officer Bill Bradica for taking the time to meet with me at the 2024 Association of Municipalities of Ontario Conference.

I appreciated your insights into how additional Canada-Ontario Community Housing Initiative funding could help address housing needs and the challenges you face in securing funding for capital projects. Thank you also for your ongoing commitment to partnering in the development of the provincial supportive housing strategy.

As discussed during your delegation, we are working to stabilize federal housing funding. Along with the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, I am continuing to advocate for Ontario to receive the additional resources we need from the federal government to protect, renew and expand community and supportive housing across the province. Our government is taking a multi-ministry approach to supportive housing, and we look forward to further collaboration with housing stakeholders as we work toward all Ontarians having a safe, stable and affordable place to call home.

If you would like to discuss your matters further, please contact my Senior Stakeholder Relations Advisor, Maria Henein at Maria.Henein@ontario.ca. Municipal staff are also welcome to contact the ministry's regional Municipal Services Office. Regional Director Bridget Schulte-Hostedde can be reached at Bridget.Schulte-Hostedde@ontario.ca or 1-807-475-1187.

I look forward to continuing to work with you and all our partners to build more housing, support economic growth and strengthen Ontario's communities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Vijay Thanigasalam'.

Hon. Vijay Thanigasalam
Associate Minister of Housing

c. Hon. Kevin Holland, MPP, Thunder Bay – Atikokan, Kevin.Holland@pc.ola.org