



DATE OF MEETING: FEBRUARY 20, 2025

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: JIM VEZINA

ORDERS OF THE DAY: DISCLOSURES OF INTEREST
DEPUTATIONS / PRESENTATIONS
NEW BUSINESS
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 CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

Appointment of Alternate Vice-Chair

[Memorandum from Ken Ranta, CEO](#) (Chief Executive Officer Division), dated February 6, 2025, relative to the required appointment of an alternate Vice-Chair, for consideration.
(Page 7)

Resolution No. 25/09

THAT the position of Alternate Vice-Chair of The District of Thunder Bay Social Services Administration Board be filled by:

AND THAT the position of Alternate Vice-Chair be filled until the end of the leave of absence of Brian Hamilton.

PRESENTATION

Employment Services Transformation

Presentation to be provided by Jennifer Lible, Manager, Social Assistance Programs and Melanie Salatino, Supervisor, Social Assistance Programs regarding the Employment Services Transformation (EST), for information only. **(Provided Separately)**

[Report No. 2025-03](#), (Integrated Social Services) relative to providing the Board with an EST update, for information only. **(Pages 8 - 10)**

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/10

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 February 20, 2025, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Board [Meeting No. 01/2025](#) (Regular Session) and [Meeting No. 02/2025](#) (Closed Session) of TBDSSAB, held on January 16, 2025, to be confirmed. **(Pages 11 - 21)**

Resolution No. 25/11

THAT the Minutes of Board Meeting No. 01/2025 (Regular Session) and No. 02/2025 (Closed Session) of TBDSSAB, held on January 16, 2025, be confirmed.

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of the Administration regarding the 2025 CEO Performance Evaluation Process, relative to receipt of information with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update and relative to receipt of information with respect to which a council, board, committee or other body may hold a closed meeting under another statute regarding the Provincial Encampment Response Initiative Funding.

Resolution No. 25/12

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of the Administration regarding the 2025 CEO Performance Evaluation Process, relative to receipt of information with respect to security of the property of the Corporation regarding the Bertrand Court Regeneration Strategy Update and relative to receipt of information with respect to which a council, board, committee or other body may hold a closed meeting under another statute regarding the Provincial Encampment Response Initiative Funding.

REPORTS OF ADMINISTRATION

Bertrand Court Regeneration Strategy Update

[Report No. 2025CS-02](#) (Corporate Services/Integrated Social Services Division) provided in Closed Session relative to providing the Board with information on the Bertrand Court redevelopment strategy, for consideration.

The following resolution is presented to the Board for consideration.

Resolution No. 25/13

THAT with respect to Report No. 2025CS-02 (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

Provincial Encampment Response
Initiative Funding

[Report No. 2025CS-03](#) (Integrated Social Services Division) provided in Closed Session relative to providing the Board with information related to TBDSSAB's successful application to the MMAH's Encampment Response Initiative, for consideration.

The following resolution is presented to the Board for consideration.

Resolution No. 25/14

THAT with respect to Report No. 2025CS-03 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

2025 Ontario Works Service Plan

[Report No. 2025-02](#) (Integrated Social Services Division) relative to providing the Board with the Ontario Works Service Delivery Plan for the 2025 planning cycle as required by the Ministry of Children, Community and Social Services, for consideration.

(Pages 22 – 41)

Resolution No. 25/15

THAT with respect to Report No. 2025-04 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2025 Ontario Works Service Plan as presented;

AND THAT we direct the Chief Executive Officer to submit the approved 2025 Ontario Works Service Plan to the Ministry of Children, Community and Social Services.

TBDSSAB Fourth Quarter Operational
Update

[Report No. 2025-05](#), (Integrated Social Services Division) relative to providing the Board with information containing the trends within TBDSSAB programs and services, for information only. **(Pages 42 - 59)**

Landlord and Tenant Board Advocacy

At the January 16, 2025 Board Meeting the Board discussed the issue of requesting expedited hearings at the Landlord and Tenant Board and on consensus Administration was directed to bring options on further advocacy regarding this issue to the February Board Meeting.

[Memorandum from Ken Ranta, CEO](#) (Chief Executive Officer Division), dated January 31, 2025, relative to providing the Board with information regarding the issue of Landlord and Tenant Board advocacy, for information only. **(Pages 60 - 67)**

Advocacy & Engagement Annual Update

[Report No. 2025-06](#) (Chief Executive Officer Division) relative to providing the Board with an annual update on advocacy and engagement activities completed by the Board and/or Administration, for information only. **(Pages 68 - 72)**

Fourth Quarter Strategic Plan Update

[Report No. 2025-07](#) (Chief Executive Officer Division) relative to providing the Board with the quarterly update on the 2024-27 Strategic Plan, for consideration. **(Pages 73 - 78)**

Resolution No. 25/16

THAT with respect to Report No. 2025-07 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Fourth Quarter Update for information only.

February 2025 Mortgage Renewal - Walkover

[Report No. 2025-08](#) (Chief Executive Officer Division) relative to providing the Board with the mortgage renewal arrangements for the properties located on Cuyler St., Athabasca St. and Walkover St. in the City of Thunder Bay, for consideration. **(Pages 79 - 82)**

Resolution No. 25/17

THAT with respect to Report No. 2025-08 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the Ministry Resolution as attached, duly signed in accordance with TBDSSAB By-Law No. 03-2021 (Governance and Procedural);

AND THAT we authorize the Board Chair and Chief Executive Officer to execute the mortgage financing documents related thereto.

CORRESPONDENCE

Ministry of Municipal Affairs and
Housing Funding

[Correspondence from the MMAH](#) dated January 28, 2025, relative to providing information regarding funding under the Last Mile Funding for 2024-25, for information only. (Pages 83 - 84)

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, March 20, 2025, 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. 25/18

THAT Board Meeting No. 03/2025 of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, be adjourned at _____ a.m./p.m.



Memorandum

Date: February 6, 2025
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Appointment of Alternate Vice-Chair**

Administration was notified that Brian Hamilton, Chair would be taking a leave of absence from The District of Thunder Bay Social Services Administration Board effective January 27, 2025. According to the Governance and Procedural By-law 03-2021, Jim Vezina, Vice-Chair has assumed the duties of the Chair.

Therefore, an alternate Vice-Chair is required to be appointed until the end of the leave of absence of Brian Hamilton.

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

THAT the position of Alternate Vice-Chair of The District of Thunder Bay Social Services Administration Board be filled by:

AND THAT the position of Alternate Vice-Chair be filled until the end of the leave of absence of Brian Hamilton.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf



BOARD REPORT

REPORT No.: 2025-03

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: EMPLOYMENT SERVICES TRANSFORMATION

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB) with an Employment Services Transformation (EST) update.

BACKGROUND

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

The focus of the work of TBDSSAB and Consolidated Municipal Service Managers (CMSM) in delivering social assistance has and is shifting away from employment activities towards a greater emphasis on connecting those who rely on social assistance programs with the supports and services they need to move towards independence. Stabilization services will become a primary responsibility of the program.

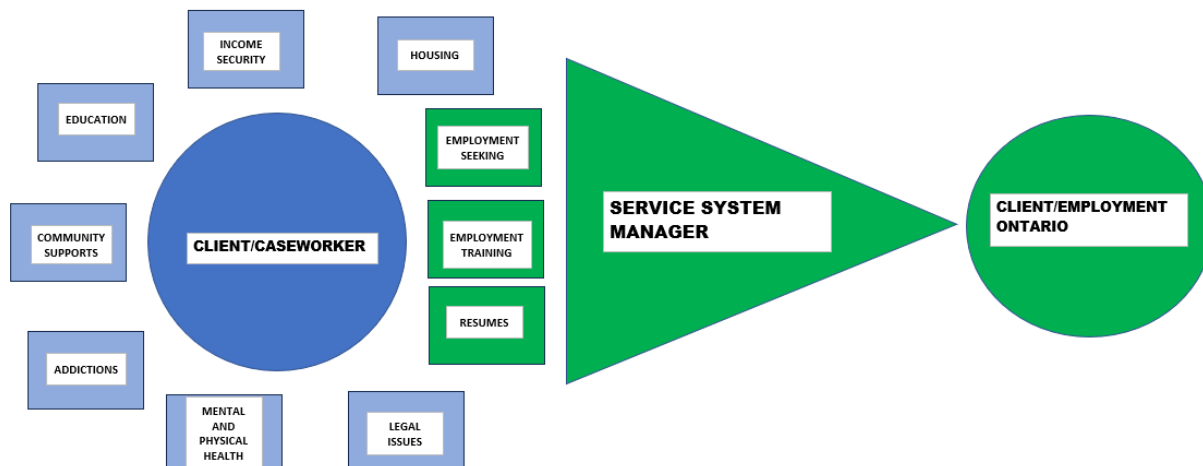
COMMENTS

TBDSSAB is part of the Phase Three implementation of the EST and began the transition in April 2024. This transition is in partnership with the MCCSS and the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). Through 2024 and into March 2025, information sharing and planning will occur with a full launch of the new model in April 2025. When this change is complete, the focus of TBDSSAB's work with social assistance clients will no longer include employment planning but will focus primarily on stabilization services.

Stabilization services includes four areas:

1. **Crisis and Safety** - financial support, housing, crisis resolution.
2. **Health** - access to health supports and benefits, including mental health and addictions.
3. **Life Skills** - self sufficiency, education and literacy, language, and numeracy supports.
4. **Community Supports** - access to dependent care or caregiving supports, cultural connections (such as immigration and settlement supports), justice and legal support.

The diagram below illustrates the types of supports Ontario Works (OW) Caseworkers offer to participants. Prior to EST, the Caseworker guided all the supports. After EST, the supports in blue are the responsibility of the OW Caseworker, and the supports in green are provided by Employment Ontario (EO).



Once a participant is ready to pursue employment, the OW Caseworker completes a referral through the case management system (SAMS) to EO agencies through the Service System Manager (SSM). Responsibility for employment services will shift to an SSM awarded through a Request for Proposal to the MLITSD. The shift of responsibility will be finalized in April 2025. The SSM for Northwestern Ontario is Serco.

Serco is a global organization managing government programs in the UK, US, and Canada. In Canada, Serco leads a consortium with Deloitte Canada and Thrive Career Wellness, providing employment services under the EmployNext brand. The phased launch of the program began in January 2021, with EmployNext managing the Kingston-Pembroke area in October 2022, Kitchener-Waterloo-Barrie in January 2023 and Northwest in March 2024. The system is designed to be locally responsive, community-based, client-centered, and outcomes-focused, offering simplified pathways to sustainable employment.

STRATEGIC PLAN IMPACT

Service Planning for 2025 is building on Fostering an Engaged & Collaborative Culture by developing a transition plan with staff input related to social assistance modernization.

FINANCIAL IMPLICATIONS



With the onset of the EST, Service Managers experienced a 22% reduction from the Program Delivery Funding envelope. For TBDSSAB, this equates to a full amount of \$1,471,700 at the end of transfer period (March 2025 to February 2026), from the 100% Provincially paid funding.

CONCLUSION

It is concluded that this report provides the Board with an Employment Services Transformation update.

REFERENCE MATERIALS

None

PREPARED BY:	Jennifer Lible, Manager, Social Assistance Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



**MINUTES OF INAUGURAL BOARD REGULAR SESSION MEETING NO. 01/2025
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: January 16, 2025

TIME OF MEETING: 10:15 AM

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
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division
Marty Farough, Manager, Infrastructure & Asset Management
Dawnette Hoard, Manager, Child Care & Early Years Programs
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Aaron Park, Manager, Housing & Homelessness Programs
Carole Lem, Communications & Engagement
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut
Greg Johnsen
Mark Thibert

GUESTS:

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 items; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda items. References to CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

A discussion was held regarding adding items of new business to the Regular and Closed Session Agendas to be discussed at the January Board Meeting.

Resolution No. 25/01A

Moved by: Kasey Etreni
Seconded by: Albert Aiello

THAT a verbal update on security at The District of Thunder Bay Social Services Administration Board properties be added to the January Closed Session agenda;

AND THAT a verbal update relative to the status of expediting the Landlord and Tenant Board hearings be added to the January Regular Session Agenda.

CARRIED

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/01

Moved by: Kathleen Lynch
Seconded by: Ken Boshcoff

THAT with respect to the Board Regular and Closed Session agendas for the Inaugural Board Meeting of The District of Thunder Bay Social Services Administration Board for January 16, 2025, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

Resolution No. 25/02

Moved by: Elaine Mannisto
Seconded by: Jim Moffat

THAT with respect to the January 16, 2025 and the remainder of the 2025 agendas, we approve:

1. that any matters discussed or resolutions passed which relate to the business of The District of Thunder Bay Social Services Administration Board (TBDSSAB) shall be deemed to have been discussed by the Directors of TBDSSAB.

2. that any matters discussed or resolutions passed which relate to the business of the Thunder Bay District Housing Corporation (TBDHC) shall be deemed to have been discussed by the Directors of TBDHC.

CARRIED

ELECTION OF OFFICERS, COMMITTEE AND ADVISORY TABLE MEMBERS

At the December 19, 2024 Board Meeting, Resolution No. 24/98 was passed electing the positions of Chair, Vice-Chair, Audit Committee Members, Situation Analysis Review Committee Members, Child Care & Early Years Table Members and Homelessness Prevention Program Table Members for the January 1, 2025 to December 31, 2025 term.

Memorandum from Ken Ranta, CEO, dated January 7, 2025, was presented to the Board confirming the appointments that took place at the December 19, 2024 Board Meeting.

Ken Ranta, CEO responded to questions.

CONFIRMATION OF MEETING DATES

2025 TBDSSAB Board Meeting Dates and Next Inaugural Meeting Date

Memorandum from Ken Ranta, CEO, dated January 7, 2025, containing a resolution to schedule the 2025 Board Meeting dates and the next Inaugural Meeting date, was presented to the Board.

Resolution No. 25/03

Moved by: Dominic Pasqualino
Seconded by: Elaine Mannisto

THAT the regularly scheduled meetings of The District of Thunder Bay Social Services Administration Board for the year 2025 be held at the TBDSSAB Headquarters, in the City of Thunder Bay, beginning at 10:00 a.m. on the following dates:

February 20, March 20, April 17, May 15, June 19, July 17, September 18,
October 16, November 20, November 21, December 11, 2025;

AND THAT the next Inaugural Meeting of The District of Thunder Bay Social Services Administration Board be held on Thursday, January 15, 2026;

AND THAT any changes to the meeting schedule may be made by resolution of the Board.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 20/2020 (Regular Session) and 21/2020 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on December 17, 2020, respectively, were presented for confirmation.

Resolution No. 25/04

Moved by: Jim Vezina
Seconded by: Albert Aiello

THAT the Minutes of Meeting No. 21/2024 (Regular Session) and Meeting No. 22/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on December 19, 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 Corporation regarding the amended Bertrand Court Regeneration Strategy Update and the Non-Union Salary Scale.

Resolution No. 25/05

Moved by: Kasey Etreni
Seconded by: Albert Aiello

THAT the Board adjourns to Closed Session relative to receipt of information with respect to security of the property of the Corporation regarding the amended Bertrand Court Regeneration Strategy Update and the Non-Union Salary Scale.

CARRIED

REPORTS OF ADMINISTRATION

Amended Bertrand Court Regeneration Strategy Update

A recommendation was included in Report No. 2024CS-08 presented in Closed Session. The following recommendation was presented in Regular Session.

Resolution No. 25/06

Moved by: Elaine Mannisto
Seconded by: Ken Boshcoff

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

CARRIED

Non-Union Salary Scale

A recommendation was included in Report No. 2025CS-01 presented in Closed Session. The following recommendation was presented in Regular Session.

Resolution No. 25/06A

Moved by: Kathleen Lynch
Seconded by: Anne-Marie Bourgeault

THAT with respect to Report No. 2025CS-01 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

At 11:51 a.m. Aaron Park, Manager, Housing & Homelessness Programs and Marty Farough, Manager, Infrastructure & Asset Management left the meeting.

Year 2025 Weighted Assessment
Calculation and 2025 Levy Apportionment

Report No. 2025-01 (Corporate Services Division), was presented to the Board to provide the 2025 weighted assessment calculation and 2025 levy apportionment.

Statement of Board Remuneration

Memorandum from Shari MacKenzie, Manager, Human Resources (Chief Executive Officer Division), dated January 2, 2025, was presented to the Board to provide the Statement of Board Remuneration for 2024.

Ken Ranta, CEO and Shari MacKenzie, Manager, Human Resources responded to questions.

At 11:55 a.m. Tafadzwa Mukubvu, Manager, Finance left the meeting and Dawnette Hoard, Manager, Child Care and Early Years Programs joined the meeting.

Child Care Waitlist Policy

Report No. 2025-02 (Integrated Social Services Division) was presented to the Board to provide the proposed Child Care Waitlist Policy.

Ken Ranta, CEO provided a brief background for the development of the policy and responded to questions.

Resolution No. 25/07

Moved by: Jim Moffat
Seconded by: Dominic Pasqualino

THAT with respect to Report No. 2025-02 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve the Child Care Waitlist Policy as presented;

AND THAT we authorize the Chief Executive Officer to make amendments to the policy with respect to housekeeping items, as may be required from time to time.

CARRIED

At 11:59 a.m. Dawnette Hoard, Manager, Child Care & Early Years Programs left the meeting.

Landlord and Tenant Board Update

Brian Hamilton, Chair provided a brief introduction to the update requested to be added under New Business.

Ken Ranta, CEO provided a brief overview of the advocacy at the 2024 Associations of Municipalities of Ontario Conference regarding the need for expedited hearings and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division provided further information and responded to questions.

Brian Hamilton, Chair responded to questions.

Ken Ranta, CEO responded to questions and provided clarification regarding advocacy regarding this issue.

On consensus, the Board directed Administration to bring back a further report to the Board at the February meeting regarding outcomes of advocacy and possible future advocacy relative to the expedited Landlord and Tenant Board hearings.

CORRESPONDENCE

None.

BY-LAWS

None.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, February 20, 2025 at 10:00 a.m., 3rd Floor Boardroom, 231 May Street S., Thunder Bay, ON and via Microsoft Teams.

ADJOURNMENT

Resolution No. 25/08

Moved by: Dominic Pasqualino

Seconded by: Kasey Etreni

THAT the Inaugural Board Meeting No. 01/2025 of The District of Thunder Bay Social Services Administration Board, held on January 16, 2025, be adjourned at 12:26 p.m.

CARRIED

Chair

Chief Executive Officer



**MINUTES OF INAUGURAL BOARD (CLOSED SESSION) MEETING NO. 02/2025
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: January 16, 2025

TIME OF MEETING: 10:26 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
Nancy Gladun
Brian Hamilton
Kathleen Lynch
Elaine Mannisto
Jim Moffat
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
Marty Farough, Manager, Infrastructure & Asset
Management
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Aaron Park, Manager, Housing & Homelessness Programs
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Meghan Chomut
Greg Johnsen
Mark Thibert

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

Amended Bertrand Court Regeneration Strategy Update

Amended Report No. 2024CS-08 (Corporate Services Division / Integrated Social Services Division) was presented to the Board providing an amended update, as directed by the Board at the December 18, 2024 Board Meeting, and Administrations' recommendation regarding the Bertrand Court Regeneration Strategy.

Aaron Park, Manager, Housing & Homelessness Programs provided an overview of the amendments and responded to questions.

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

Georgina Daniels, Director, Corporate Services provided further information and responded to questions.

Ken Ranta, CEO responded to questions.

At 11:21 a.m. Aaron Park, Manager, Housing & Homelessness Programs and Marty Farough, Manager, Infrastructure & Asset Management left the meeting.

Non-Union Salary Scale

Report No. 2025CS-01 (Chief Executive Officer Division) was presented to the Board providing information and Administrations' recommendation relative to the Non-Union Salary Scale.

Shari MacKenzie, Manager, Human Resources provided a brief overview of the report and recommendation and responded to questions.

TBDSSAB Property Security

Crystal Simeoni, Director, Integrated Social Services Division provided a verbal update regarding security at TBDSSAB properties as requested under New Business and responded to questions.

ADJOURNMENT

Resolution No. 25/CS01

Moved by: Albert Aiello
Seconded by: Kasey Etreni

THAT the Board (Closed Session) Meeting No. 02/2025 of The District of Thunder Bay Social Services Administration Board, held on January 16, 2025, be adjourned at 11:49 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



BOARD REPORT

REPORT No.: 2025-04

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: 2025 ONTARIO WORKS SERVICE PLAN

RECOMMENDATION

THAT with respect to Report No. 2025-04 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2025 Ontario Works Service Plan as presented;

AND THAT we direct the Chief Executive Officer to submit the approved 2025 Ontario Works Service Plan to the Ministry of Children, Community and Social Services.

REPORT SUMMARY

This report outlines The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) Ontario Works Service Delivery Plan for the 2025 planning cycle as required by the Ministry of Children, Community and Social Services (MCCSS).

BACKGROUND

As TBDSSAB is a Phase 3 Employment Services Transformation (EST) site, this report differs from previous plans. Administration has prepared a draft plan for review and approval prior to submitting it to the MCCSS.

The plan outlines TBDSSAB's service under 4 key sections:

Section 1 - Community Analysis

- Key Demographics
- Service Needs
- Community Needs Assessment

Section 2 - Review Service Targets

Section 3 - Develop Service Strategies

- Outcomes Risk Assessment
- Equity, Diversity and Inclusion Strategies
- Target Logic Model

Section 4 - Manage Program Delivery

- Service Delivery Expectations
- Monitoring Activities
- Privacy

COMMENTS

The plan includes internal as well as external data obtained through broad research and review. The external data is an important component of service system planning as Administration endeavors to maintain a current understanding of environmental factors potentially influencing service delivery and client performance outcomes.

As a Phase 3 EST site, TBDSSAB has 4 performance measures required by the MCCSS. The measures in Table 1 are standards of performance within the new EST framework and are collected internally by the MCCSS. These targets are measured from March 1, 2025 to February 2026.

Table 1:

Performance Measure	Target
% of Ontario Works adults and ODSP non-disabled adults with participation requirements that have a proper Action Plan created	100%
% of Ontario Works adults and ODSP non-disabled adults with participation requirements who are referred to Employment Ontario (EO)	31%
% of Ontario Works cases (individual or family units) that exited to employment	10%
% of Ontario Works cases (individual or family units) who exited the program for any reason and return within one year	37%

STRATEGIC PLAN IMPACT

Service Planning for 2025 is building on Fostering an Engaged & Collaborative Culture by developing a transition plan with staff input related to social assistance modernization.

FINANCIAL IMPLICATIONS



With the onset of the EST, Service Managers experienced a 22% reduction from the program delivery funding envelope. For TBDSSAB, this equates to a full amount of \$1,471,700 at the end of transfer period (March 2025 to February 2026), from the 100% provincially paid funding.

CONCLUSION

It is concluded that the draft 2025 Ontario Works Service Plan be approved as presented and submitted to the Ministry of Children, Community and Social Services.

REFERENCE MATERIALS

Attachment #1 [DRAFT 2025 Ontario Works Service Plan](#)

PREPARED BY:	Jennifer Lible, Manager, Social Assistance Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



**Ontario Works Service Planning for
The District of Thunder Bay
Social Services Administration Board**

2025

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Overview

The Ministry of Children, Community and Social Services (MCCSS) and Social Assistance (SA) delivery sites share the common goal of improving employment results for people relying on social assistance. This service plan template is the tool used for SA delivery sites to document the service planning required activities, including the strategies to achieve outcomes.

Note: SA delivery sites will be required to provide their service plan along with their annual budget submission to support negotiations with their Program Supervisor.

How to use this template

This template is **used in conjunction with the Service Planning Guidelines**, which outlines key information, including required and optional planning activities.

This template is mandatory and is to be completed using the allotted space and uploaded to TPON as part of the service agreement.

If you require an accessible version, reach out to your Program Supervisor.

Corresponding Guides, Tools, and Templates

Please refer to the following guides/tool if you require assistance:

1. Service Planning Guidelines
2. Community Service Inventory Tool (optional)
3. Outcomes Risk Assessment Template
4. Privacy Risk Assessment
5. Privacy Maturity Self-Reporting Tool

Section 1 – Conduct Community Analysis

In this section, SA delivery sites provide a summary of the community context in which Ontario Works person-centered supports and services, and employment assistance is delivered over the service planning period.

1.1 Key Caseload Demographics

Enter a **focused overview of the key findings** from the current demographic composition of the caseload and anticipated changes over the service plan cycle:

Enter a focused overview of key caseload findings (500 words max recommended)

Population Demographics

- Based on the 2021 Census, the population in the District of Thunder Bay is 146,862 residents, an increase of 0.6% from 2016-2021¹.
- The number of residents aged 65+ is growing as the population increased by 2.5% in 2021 when compared to 2016. The number of residents aged 15-64 has decreased from 65.7% in 2016, to 63.4% in 2021.
- The Indigenous population also increased. In 2021, 16.2% of the population identified as Indigenous, an increase from 15.2% in 2016, and is significantly higher than the provincial rate of 2.9%.

Education

- Education levels are lower in the district than in the rest of Ontario. According to the 2021 census, 20.7% of the population in the district do not have a high school diploma. This is lower than the rate of 17.7% in Ontario.
- The District of Thunder Bay also has a lower rate of residents with a bachelor's degree or higher (20.6%), compared to Ontario (29.9%).

Employment

- The workforce in the District of Thunder Bay has decreased. According to the 2021 census, there were 70,930 workers, which is a decrease of 3% from 2016.
- In 2021, 66.6% of the population report having employment income, compared to 67.9% in 2016. The district's rate also remains lower than the Ontario percentage, where 69.2% of residents receive employment income, showing the ongoing lack of employment opportunities in the district.
- The unemployment rate has increased from 8.2% in 2016 to 10.8% in 2021. Yet the 2021 rate of unemployment is lower than the rate in Ontario (12.2%).

Income

- The median total income for the district is \$43,200, which is an increase from 2016 when the median income was \$35,852.

¹ Statistics Canada, 2021 Census of Population.

- The District of Thunder Bay has a higher rate of low-income residents compared to the province. Based on the Low-Income Measure After Tax (LIM-AT), the prevalence of the population that has low income is 11.6%. This is a decrease of 2.2% from 2016 and is higher than the provincial percentage of 10.1%.
- 6.2% of residents in the District of Thunder Bay with income received social assistance, compared to 4.4% of the Ontario population².
- 5.3% of the population receive Canada Pension Plan (CPP), and 3.4% receive Old Age Security (OAS) pension, which are both higher than the provincial percentage.

TBDSSAB Ontario Works Caseloads

- In the District of Thunder Bay, the average number of caseloads from January to September 2024 was 2574 cases, and the average number of beneficiaries was 4394³. This is lower than the 2023 average of 2618 cases and 4564 beneficiaries.
- As of September 2024, 40.1% of Ontario Works clients do not have a high school diploma, and 29.24% have received a high school diploma. Compared to September 2023, 44.81% had not finished the high school requirements while 19.55% had completed the requirements⁴.

Mental Health and Addictions in Northwestern Ontario

- Data from ConnexOntario⁵ provides an overview of mental health and addictions diagnoses for 768 clients in the Northwest Region⁶ from January to October 2024.
- ConnexOntario reported that 48.7% of Northwest clients were living with varied mental health conditions and 78.6% of clients were living with addictions.
- In the District of Thunder Bay, the majority (75%) of clients live in Thunder Bay, followed by Marathon (6%), Geraldton (4%), and Nipigon (3%).

Mental Health and Addictions TBDSSAB Client Self Report

- As of September 2024, 2857, active cases at the TBDSSAB have reported needing personal supports for mental health and addictions. This equates to 68% of all Ontario Works beneficiaries requiring mental health and/or addictions support.

1.2 Service Needs (not required for Phase 3 sites in 2025)

A **focused assessment of key service needs** (in relation to your caseload) that have linkages to achievement of target(s) relating to the performance measure(s).

Enter focused assessment of service needs (500 words max recommended)

² Statistics Canada. [Table 98-10-0070-01 Income statistics for detailed income sources and taxes: Canada, provinces and territories, census divisions and census subdivisions](#)

³ From OW Social Assistance Operations Performance Report by Region

⁴ From TBDSSAB OW Caseload Reports

⁵ Data on mental health and addictions reporting is very limited but data from ConnexOntario provides insight into those in Northwestern Ontario who have sought out support themselves, or from referrals from professionals, family, or friends.

⁶ Includes Thunder Bay District, Kenora District, and Rainy River District.

Not required for Phase 3 sites in 2025.

1.3 Community Needs Assessment

Perform a community needs assessment to identify impacts to the delivery of social assistance or the achievement of target(s) relating to the performance measure(s). Use the information from your community needs assessment and parts 1-2 of this section to identify the following as it relates to social assistance:

Strengths: Identify existing strengths and resources

The District of Thunder Bay Social Services Administration Board (TBDSSAB) has developed strong partnerships with many community service providers over the years. Moving into EST, TBDSSAB continues to partner with Confederation College and with the Lakehead Adult Education Centre given that the local caseload has a lower than provincial education average of 34% with Ontario Secondary School Diplomas in comparison to the 41% provincial average. TBDSSAB has also partnered with the Thunder Bay Multicultural Association (TBMA) to offer English as a second language given a noticeable increase in immigrant applicants.

TBDSSAB continues to offer Ontario Works services at the community hubs. Caseworkers attend at community hubs to deliver services with community service providers also on site. In addition, tech hubs are available to recipients and tenants. Ontario Disability Support Program (ODSP) Caseworker also attends at 2 sites.

Transition Outreach and Support Workers maintain mobile services to those who are unhoused within the district.

A study of longevity was completed in April 2024 which determined that there are 563 recipients who have been on assistance for 60 months (5 years) or more. Administration completed an analysis of 65 cases equating to 12% of the total longevity cases, which is statistically relevant. The average time on assistance for the 65 cases studied is 8.75 years. Analysis on each individual participant delved into the following areas:

- Education
- Housing
- Employment
- Criminal Record
- Race
- Mental Health; and Addictions.

Summary of Findings

42% of recipients did not have an Ontario Secondary School Diploma, with 45% identifying as Indigenous and 12% as currently unhoused.

92% are currently unemployed with 63% having no employment history in the past 5 years and 69% have a criminal record.

55% self declared Mental Health issues and 71% self declared addictions.

66% of participants declared barriers to participation while only 17% are deferred per Ontario Works legislation.

33% have been referred to Ontario Disability Support Assistance, but 44% who applied are ineligible, further complicated by 35% who stated they do not have access to primary care.

Gaps: Determine where there may be gaps in services or required resources

There remains a concern with the 22% PDF funding reduction resulted in fewer dollars for Person Centered Supports ERE. Although TBDSSAB leveraged the new dollars available, they come at a cost to the Member Municipalities with an increase to the levy funding. These dollars were used to continue on site education through a partnership with Confederation College.

While there is low-cost bus servicing within the City of Thunder Bay, there is no public transportation in the district municipalities - a few have taxi service, and most have no public transportation at all.

There are fewer services in the district municipalities to assist recipients with person centered supports. TBDSSAB has strong partnerships with community services and will continue to build on this.

Addiction services in the District of Thunder Bay are high in demand with wait lists. Issues often arise when a person has agreed to treatment, has gone through medical withdrawal and there is a wait list for a treatment bed. It is in this time period where many individuals go back to using and the cycle starts again. A straight, clear, safe path is required from detox to treatment.

Many of Ontario Works recipients in the District of Thunder Bay do not have a family physician and applying to ODSP is difficult. TBDSSAB continues to pay for assessments to assist with the Disability Determination Package.

Challenges: Common themes around concerns/challenges that impact SA

The paper mill in Schrieber closed just over one year ago which could drive an increase in applications to Ontario Works once other benefits end.

Common consents within and outside of TBDSSAB programs create roadblocks in assisting recipients in getting to services they require.

Client willingness to participate with Ontario Works programming or community services dropped significantly over COVID and has not recovered.

An increase of applications for Emergency Assistance (EA) of 3,300% over 10 years from 2013 in the District of Thunder Bay, with an increase of over 900% since 2019. With the creation of Centralized Intake, the local offices should be able to concentrate on case management, however the increase of the EA applications has created an unexpected workload.

Lack of affordable housing has impacted everyone across the province but hits low-income individuals harder than any other group leading to record homelessness. This issue is exacerbated

by Ontario Works rates not increasing since 2018 which leaves a single person living on \$20,067 less than the low-income measure. An argument can be made that this leads to not only a higher rate of homelessness but also a higher crime rate as people struggle to survive. It can also be argued that 100% of Ontario Works benefits make their way out into the economy as recipients pay for basic needs and accommodations.

Opportunities: Current or upcoming opportunities that can be leveraged by SA

TBDSSAB partnered with the Thunder Bay Multicultural Association (TBMA) to offer English as a second language on site at TBDSSAB headquarters.

TBDSSAB continues its partnerships with both Confederation College and the Lakehead Adult Education Centre for on site upgrading for recipients.

Discussions with the City of Thunder Bay resulted in Social Assistance recipients being made eligible for the low-cost transit program.

TBDSSAB has made a request through the SSM to be a part of an Indigenous Service Providers Advisory Group to ensure Indigenous partners are included in the local EST model.

Section 2 – Review Targets

Review the ministry prescribed targets in the “Outcome” section in the budget submission in TPON.

Note: SA delivery sites do not need to provide information in this section since it's included in the budget submission in TPON.

Section 3 – Develop Service Strategies

This section establishes the contracted expectations of all SA delivery sites and connects the first two planning components (i.e., community analysis and target(s) relating to the performance measure(s)).

3.1 Outcome Risk Assessment Template

Complete the risk assessment using the **Outcome Risk Assessment template**. For more information refer to the Service Planning Guidelines.



2025-Risk-Template
-for-all-4-Outcomes.

3.2 Equity, Diversity and Inclusion Strategy

Part A: Articulate specific tactics that will consider the needs of equity seeking groups from the initial service planning stages through to delivery.

Enter the local equity, diversity, and inclusion strategy here (500 words max recommended)

TBDSSAB has requested to be a part of the Indigenous Employment Service Providers Advisory Group. It is felt that not including this group of providers was an oversight of the EST model and it is important to the recipients of Ontario Works in the District of Thunder Bay to be able to continue to work with their chosen providers.

TBDSSAB has also encountered an increased number of newcomers to Canada. TBDSSAB has partnered with the TBMA for translation services through a pay for service agreement. In 2025 TBDSSAB will host an English as a second language class at headquarters.

Part B: Complete the French Language Services strategy using the ministry provided templates. For more information refer to the Guidelines.



FLS-Quality-Improvement-Plan-FLS-QIP-2

3.3 Logic Model

A logic model maps the linkages between services delivered and outcomes. It is a tool to support how service strategies will help to achieve target(s) and is included as part of the Service Planning template.

Describe how the service strategies will help to achieve the target(s) relating to the performance measure(s) and make linkages based on the Community Needs Assessment completed in section 1.

Complete one logic model for each of the 4 outcomes. Add or remove rows, as needed. Refer to the Service Planning Guidelines, Appendix H for completed example.

Definitions:

- a. **Inputs:** Describe the organizational, community and/or external inputs within your organization used to coordinate services to meet the prescribed target(s) (e.g., staffing, internal processes, training, relationship with community organizations, gaps in services, etc.).
- b. **Activities:** Operational and strategic activities (e.g., processes, tools, events, actions, etc.) that will be carried out as part of the strategy (e.g., staff training, recruitment, staff supports, community relationships, retention strategies, workshops, etc.).
- c. **Expected outputs linked to outcome:** What are your expected results given the planned activities and what changes do you expect to realize?

DRAFT

Outcome 1: Ontario Works adult and ODSP non-disabled adults with participation requirements have an Action Plan		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Investment in staff 	<ul style="list-style-type: none"> Currently short of complement - one returning from mat leave in early January 3 additional backfill temp positions were posted and will be on boarded at the end of January 	<ul style="list-style-type: none"> Ability to lower caseloads - Caseworker to enable more contact with recipients Enable Caseworkers to be more comfortable in new role Create clarity for recipients on program expectations Continuous improvement for recipients
<ul style="list-style-type: none"> Learning and development with staff 	<ul style="list-style-type: none"> Continued messaging regarding changing Caseworker role Supplement with training 	
<ul style="list-style-type: none"> Action Plan Process 	<ul style="list-style-type: none"> Local process for action plan check ins developed. Continued training for what an action plan is vs a participation agreement 	
<ul style="list-style-type: none"> Client understanding of program expectations 	<ul style="list-style-type: none"> Clear messaging from Caseworker to recipients to get buy in to the new role 	
<ul style="list-style-type: none"> Review program for outputs 	<ul style="list-style-type: none"> Review monthly targets to adjust where needed Bring forward pain points to the SSM and MCCSS 	

Outcome 2: Ontario Works adults and ODSP non-disabled adults with participation requirements are referred to EO		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Investment in staff 	<ul style="list-style-type: none"> Currently short of complement - one returning from mat leave in early January 3 additional backfill temp positions were posted and will be on boarded at the end of January 	<ul style="list-style-type: none"> Ability to lower caseloads - Caseworker to enable more contact with recipients Enable Caseworkers to be more comfortable in new role Create clarity for recipients on program expectations Continuous improvement for recipients
<ul style="list-style-type: none"> Learning and development with staff 	<ul style="list-style-type: none"> Continued messaging regarding changing Caseworker role Supplement with training 	
<ul style="list-style-type: none"> Action Plan Process 	<ul style="list-style-type: none"> Local process for action plan check ins developed. Continued training for what an action plan is vs a participation agreement 	
<ul style="list-style-type: none"> Client understanding of program expectations 	<ul style="list-style-type: none"> Clear messaging from Caseworker to recipients to get buy in to the new role 	
<ul style="list-style-type: none"> Review program for outputs 	<ul style="list-style-type: none"> Review monthly targets to adjust where needed Bring forward pain points to the SSM and MCCSS 	

Outcome 3: Ontario Works cases exit to employment		
Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Investment in staff 	<ul style="list-style-type: none"> Currently short of complement - one returning from mat leave in early January 3 additional backfill temp positions were posted and will be on boarded at the end of January 	<ul style="list-style-type: none"> Ability to lower caseloads - Caseworker to enable more contact with recipients Enable Caseworkers to be more comfortable in new role Create clarity for recipients on program expectations Continuous improvement for recipients
<ul style="list-style-type: none"> Learning and development with staff 	<ul style="list-style-type: none"> Continued messaging regarding changing Caseworker role Supplement with training 	
<ul style="list-style-type: none"> Action Plan Process 	<ul style="list-style-type: none"> Local process for action plan check ins developed Continued training for what an action plan is vs a participation agreement 	
<ul style="list-style-type: none"> Client understanding of program expectations 	<ul style="list-style-type: none"> Clear messaging from Caseworker to recipients to get buy in to the new role 	
<ul style="list-style-type: none"> Review program for outputs 	<ul style="list-style-type: none"> Review monthly targets to adjust where needed Bring forward pain points to the SSM and MCCSS 	

**Outcome 4:
Ontario Works cases do not return to the program within one year**

Inputs (e.g., organization, community, external)	Operational and Strategic Activities	Expected Outputs
<ul style="list-style-type: none"> Investment in staff 	<ul style="list-style-type: none"> Currently short of complement - one returning from mat leave in early January 3 additional backfill temp positions were posted and will be on boarded at the end of January 	<ul style="list-style-type: none"> Ability to lower caseloads - Caseworker to enable more contact with recipients Enable Caseworkers to be more comfortable in new role Create clarity for recipients on program expectations Continuous improvement for recipients
<ul style="list-style-type: none"> Learning and development with staff 	<ul style="list-style-type: none"> Continued messaging regarding changing Caseworker role Supplement with training 	
<ul style="list-style-type: none"> Action Plan Process 	<ul style="list-style-type: none"> Local process for action plan check ins developed Continued training for what an action plan is vs a participation agreement 	
<ul style="list-style-type: none"> Client understanding of program expectations 	<ul style="list-style-type: none"> Clear messaging from Caseworker to recipients to get buy in to the new role 	
<ul style="list-style-type: none"> Review program for outputs 	<ul style="list-style-type: none"> Review monthly targets to adjust where needed Bring forward pain points to the SSM and MCCSS 	
<ul style="list-style-type: none"> Review recidivism data for TBDSSAB 	<ul style="list-style-type: none"> Review data quarterly and determine why people are returning 	

Section 4 – Manage Program Delivery

In this section, SA delivery sites will identify key program management activities to ensure the program supports program integrity and is delivered in accordance with legislative and policy requirements.

4.1 Service Delivery Expectations

Develop an outline of how service delivery expectations will be managed to ensure the program is delivered in accordance with legislative and policy requirements and that financial assistance expenditures are accurate and meet ministry expectations (refer to Service Planning Guidelines).

Enter outline for each area of focus below (suggest 250 words max recommended per area)
Essential information reviewed and verified by Third Party Checks prior to transferring to ODSP (within the last 12 months)
TBDSSAB has a process to ensure that files are transferred to ODSP when the applicant is granted within the 5-day window. The Caseworker reviews the file to ensure all forms and 3 rd party checks are up to date and any overpayments are validated prior to transfer. This process has not changed with the start of EST.
24-month Reassessment (including Third Party Checks) on all OW cases
TBDSSAB uses a manual task entered SAMS at 22 months to ensure up to date form ones as well as utilizing supplemental controls for random file audits.
Deferrals from participation in employment related activities are still current and are short-term (6 months or less is considered short-term). Deferrals from participation in employment related activities are less than 6 months and are not expired
TBDSSAB will start a local process in which deferrals will decrease significantly due to the new role with person-centered support. TBDSSAB believes that most recipients will need some type of support to move along the path to independence outside of employment.
EVP is assigned and completed in established timeframes
TBDSSAB has a process in place to ensure cases are assigned and completed within established time frames. This process has not changed with the start of EST.
Application of up to 10% recovery rate for all overpayments
TBDSSAB has a process in place to ensure that each overpayment is validated and assigned a recovery rate that is outlined in Directive 9.3.
Financial assistance expenditures (subsidy claims submissions) are accurate and meet ministry expectations (list all Ontario Works benefits managed outside of SAMS and identify supporting documentation that will be provided with adjustments to subsidy claims and describe business practices for Ontario Works benefits managed outside of SAMS)

<p>Ontario Works Basic Assistance</p> <ul style="list-style-type: none"> • Recoveries/Repayments/Reimbursements
<p>Ontario Works Mandatory</p> <ul style="list-style-type: none"> • Recoveries/Repayments/Reimbursement
<p>Ontario Works Discretionary</p> <ul style="list-style-type: none"> • Recoveries/Repayments/Reimbursement
<p>100% Provincial</p> <ul style="list-style-type: none"> • Recoveries/Repayments/Reimbursement
<p>Ontario Works Basic Assistance/Mandatory</p> <ul style="list-style-type: none"> • For member claims - member I.D. #'s, client name, reason and amounts will be provided
<p>Ontario Works Discretionary</p> <ul style="list-style-type: none"> • For vendor claims - description, vendor name and amount will be provided
<p>100% Provincial</p> <ul style="list-style-type: none"> • Member I.D. #, surname of applicant/spouse, first name of applicant/spouse and amount
<p>Process</p> <ul style="list-style-type: none"> • A review of all expenditures will be done during the payment stage by the line Supervisor • Final review is during the routing of the Form "V" before it is approved in SAMS

4.2 Monitoring Activities

Demonstrate how Social Assistance delivery sites will be prepared to support monitoring activities by documenting its approach to readiness from combination of resource, awareness and understanding perspectives.

For example, the Social Assistance Delivery sites will be ready to support by reviewing and becoming familiar with all relevant materials provided by the ministry to understand the monitoring activities and Ontario Works roles and responsibilities.

Enter the approach for monitoring here (suggested 250 words max recommended per area)
Overall Readiness (i.e., how your site will be ready to continuously support the monitoring activities)
TBDSSAB monitors all performance report statistics on a monthly basis in order to mitigate known issues.
Submission of actual expenditures (i.e., how to ensure your site will be able to submit the actual expenditures in a timely manner and engage in discussion when varied from budget)
Line Supervisor approvals are done during the processing stage, and these are then part of the Form "V" submission which is always approved before the due date.

<p>The Financial Analyst gives financial reports to cost centre Managers monthly which help us stay within budget. Any extraordinary items are discussed before being processed and approved by the Manager and Director depending on the amounts.</p>
<p>Submission of targets related to performance measures (i.e., how to ensure your site will be able to engage in discussions on strategies to achieve outcomes)</p>
<p>Monthly review of performance reports will enable TBDSSAB to plan for and enact mitigation strategies. This will also enable TBDSSAB to have planning and problem resolving conversations with the SSM. Monthly review will also enable data driven conversations for possible negotiation of performance targets.</p>
<p>Performance reports (i.e., how to ensure your site will be ready to leverage ministry provided reports in monitoring targets related to performance measure(s) and key service delivery expectations)</p>
<p>TBDSSAB Administration will transfer target information from provincial BI to the local BI site for monthly review. Where TBDSSAB is not meeting targets, Administration will engage in problem solving and adjustment of local processes.</p>
<p>Quality Assurance (QA) reviews (i.e., how to ensure your site will be ready to leverage the results from the ministry performed QA reviews to determine possible course corrections, related monitoring and need for service plan amendments)</p>
<p>TBDSSAB will continue to engage in random file audits to ensure processes are adhered to and flag possible issues and retraining opportunities.</p>
<p>Risk Mitigation Testing (i.e., how to ensure your site will be ready to use the ministry provided testing scripts to carry out testing of mitigation for the highest risks impacting outcomes as well as how the results of the testing will be used by your site)</p>
<p>TBDSSAB will become familiar with the risk templates and ministry information in preparation to answer any necessary questions related to risks for outcomes.</p>

4.3 Privacy

Conduct a Privacy Risk Assessment using the **Privacy Risk Assessment Template and Privacy Maturity Self-Reporting Tool**. Instructions are included within the templates, but for more information refer to the Service Planning Guidelines.



TBDSSAB Quarterly Operational Report

Report No. 2025-05

4th Quarter Operational Report

October 1st – December 31st, 2024



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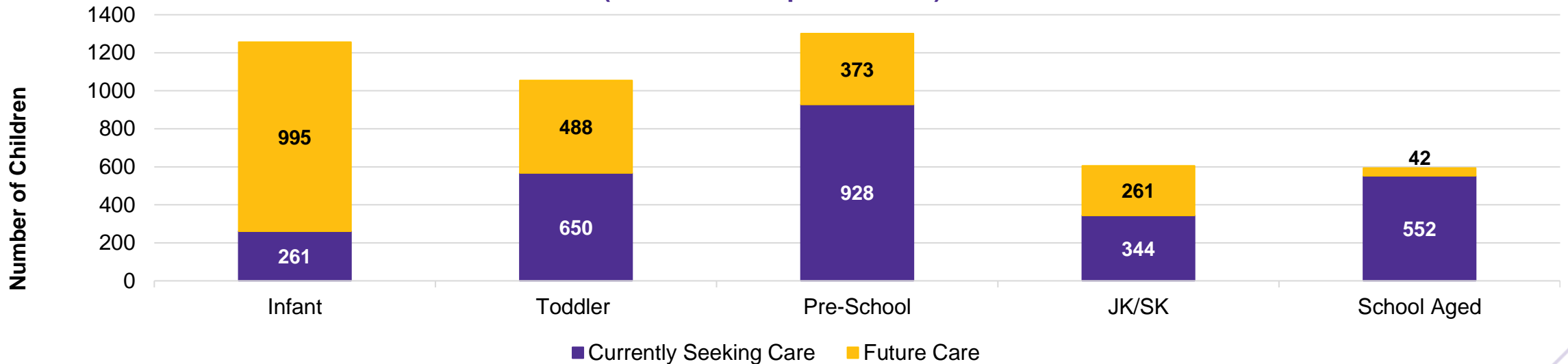


Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy	1,349	Number of Families Applying for a Full Fee Space	2,767
Number of Families Applying Special Needs Services	53	Total Number of Placed Children in Q4*	116

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



Child Care and Early Years: Waitlist



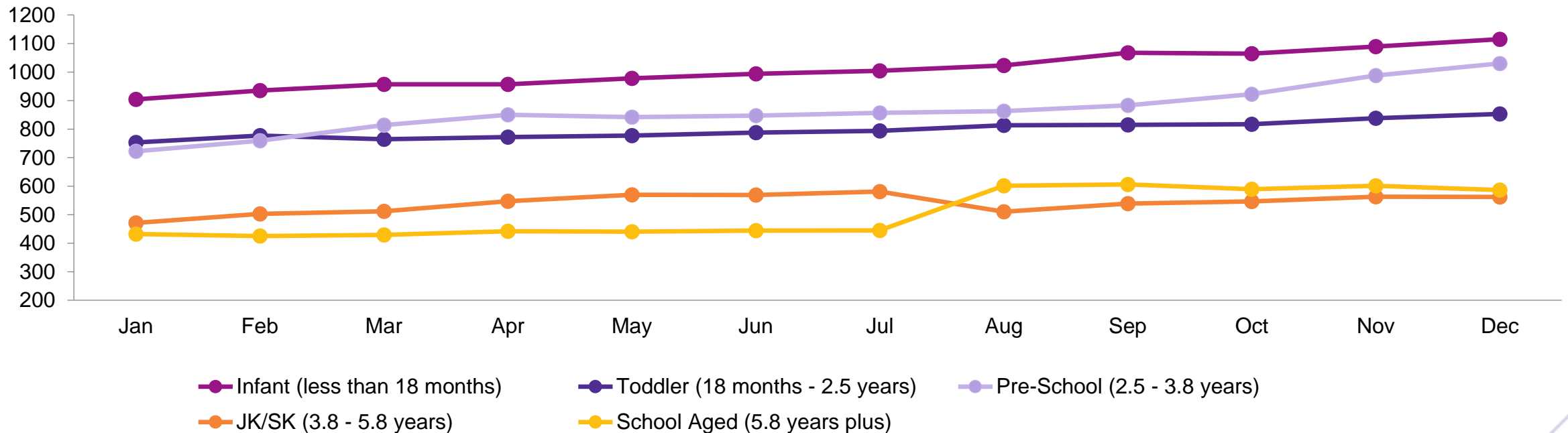
Total Waitlist as at end of Q4 2024

4,811

Percent of Waitlist Currently Seeking Care as at end of Q4 2024

55%

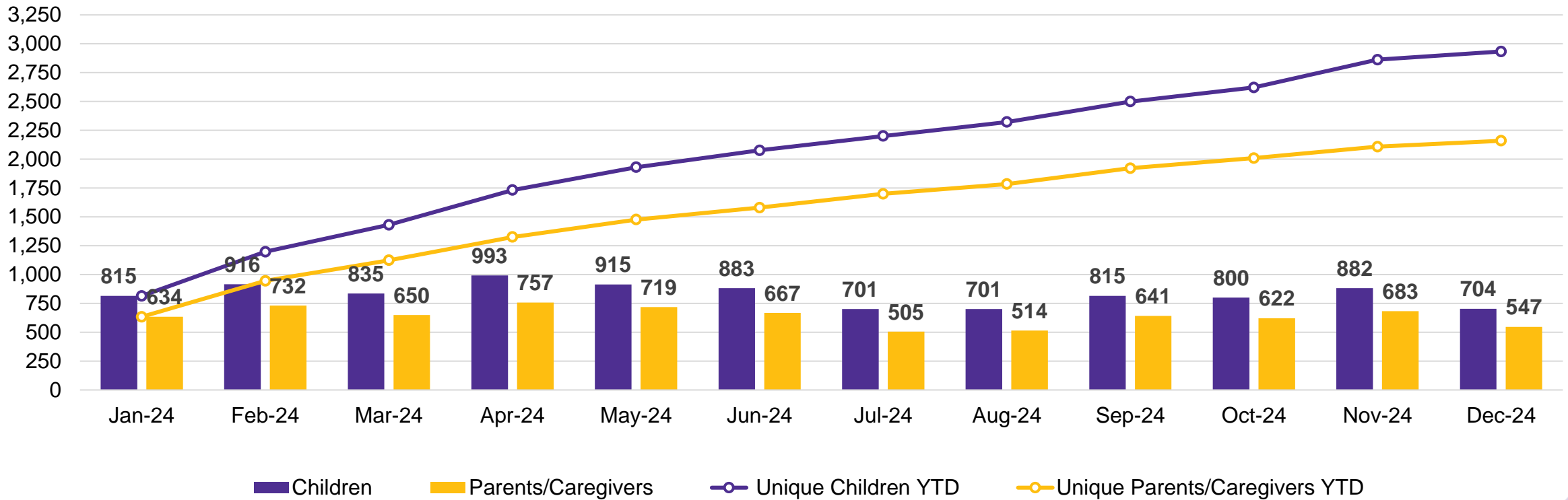
Total Waitlist Trends by Program: 2024



Child Care and Early Years: EarlyON



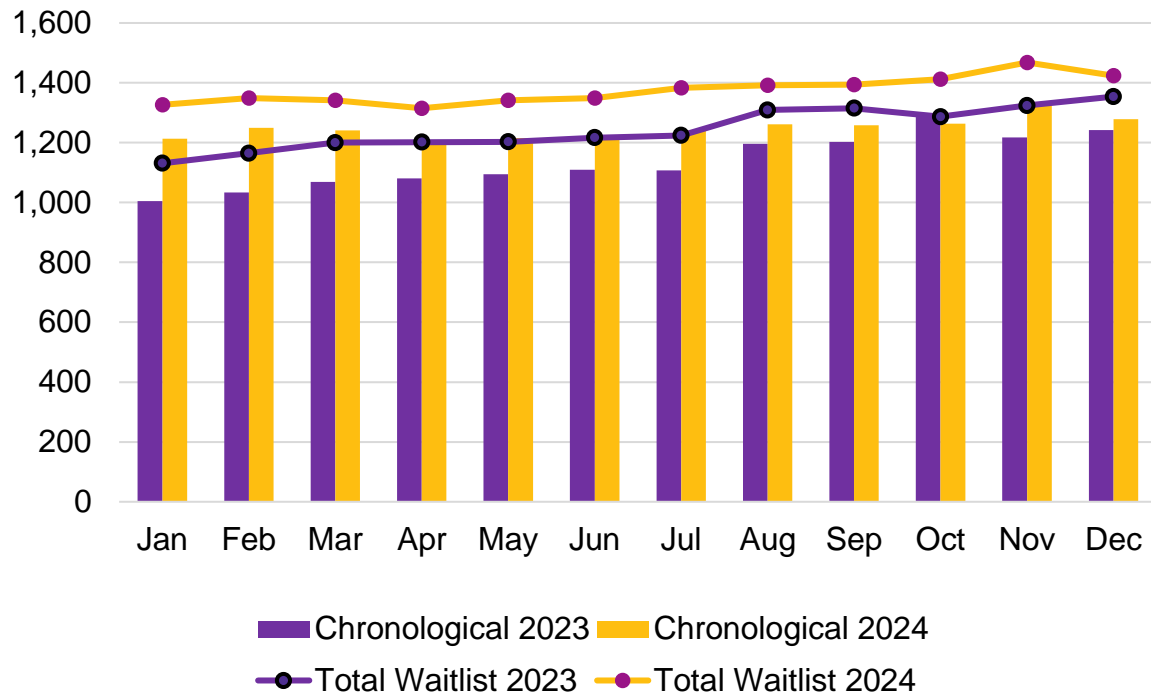
Children and Parents Who Attended an EarlyON Centre in the District of Thunder Bay



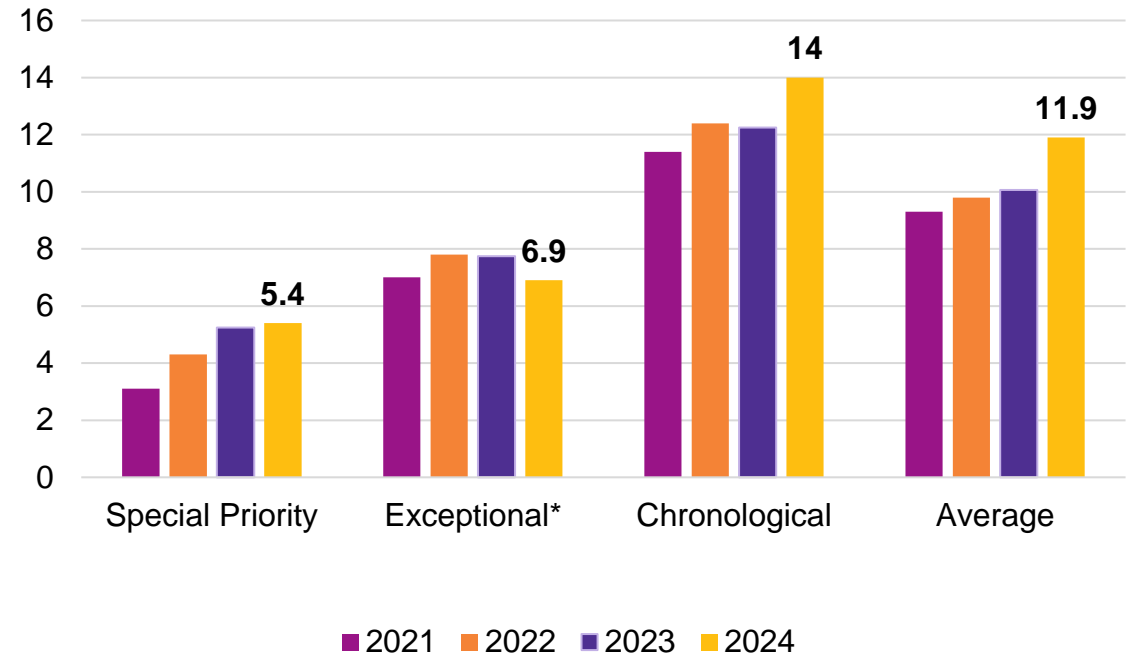
Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months



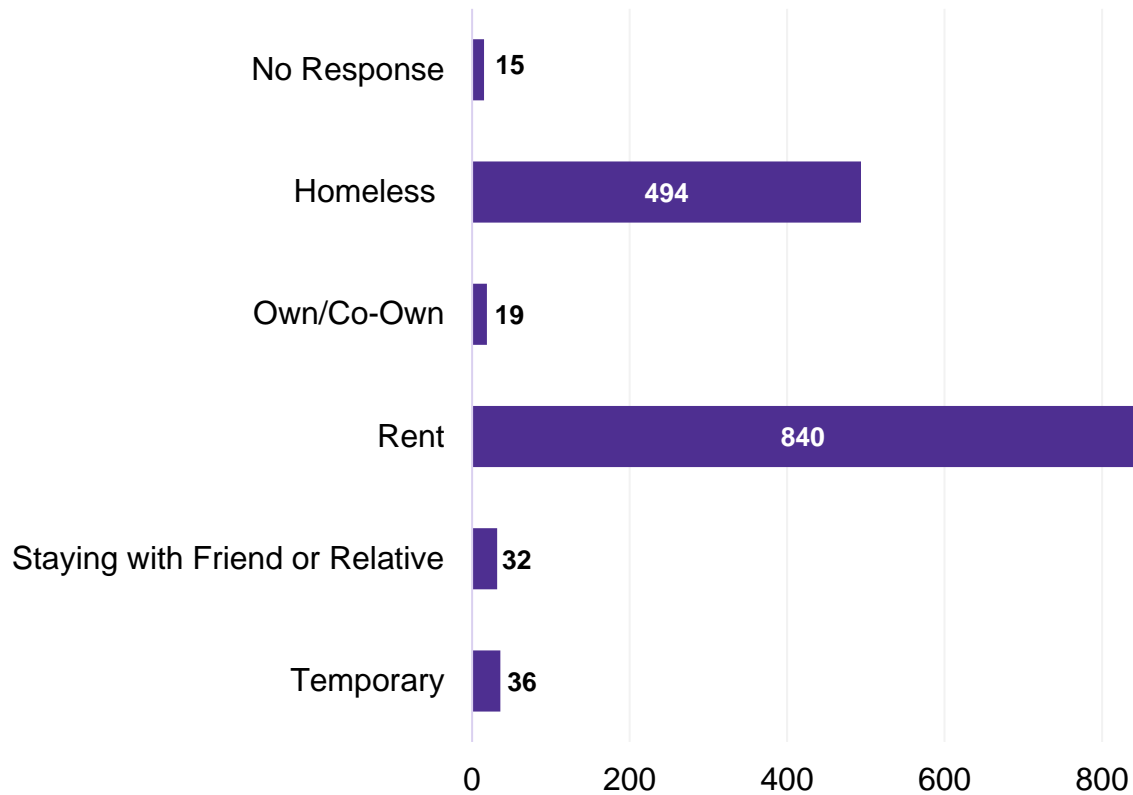
*Exceptional = Medical + Family Reunification + High Needs Homeless Priority



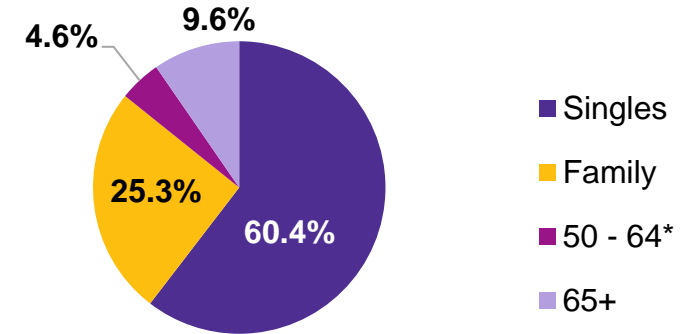
Housing: Applicant Data



Current Housing Status of Applicants, as at end of Q4^{1,2}

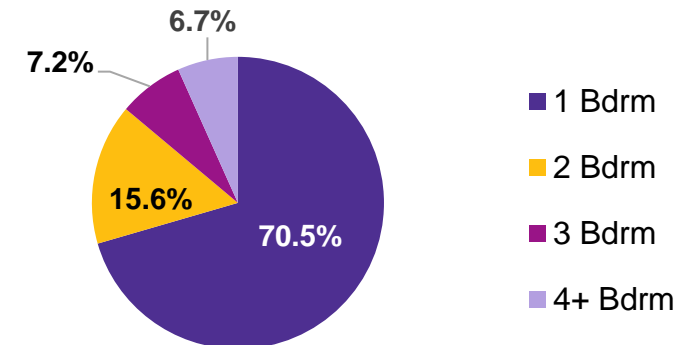


Household Type Demand, as at end of Q4



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

Unit Type Demand, as at end of Q4

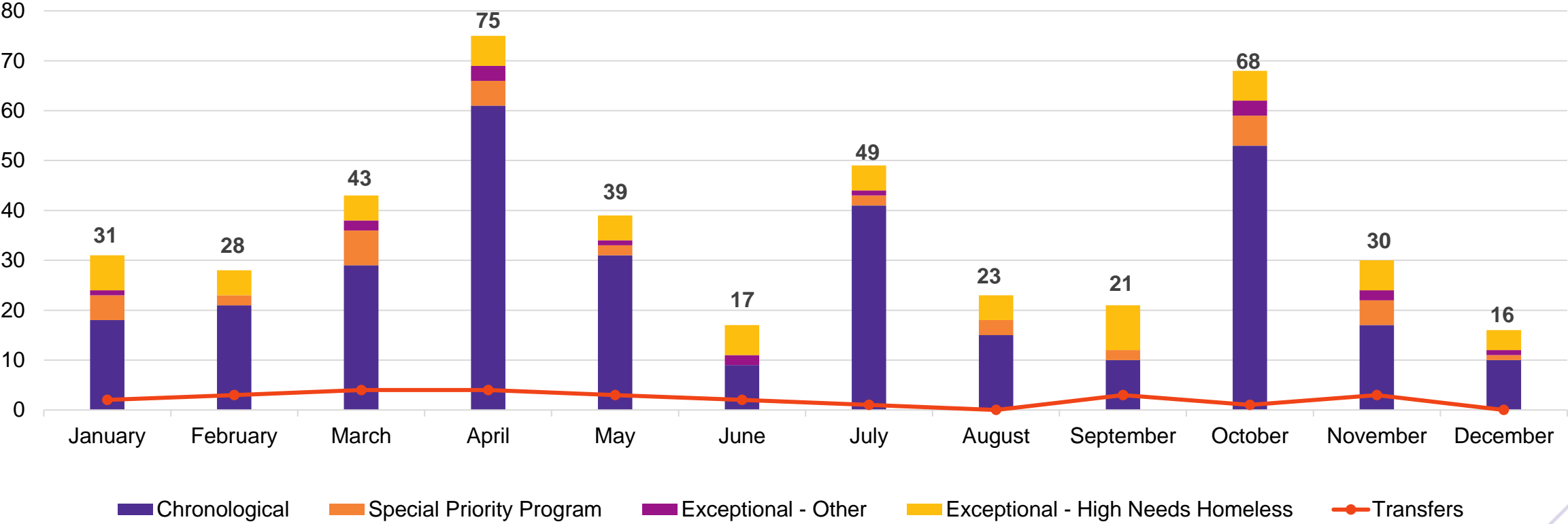


¹This is head of household information.

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



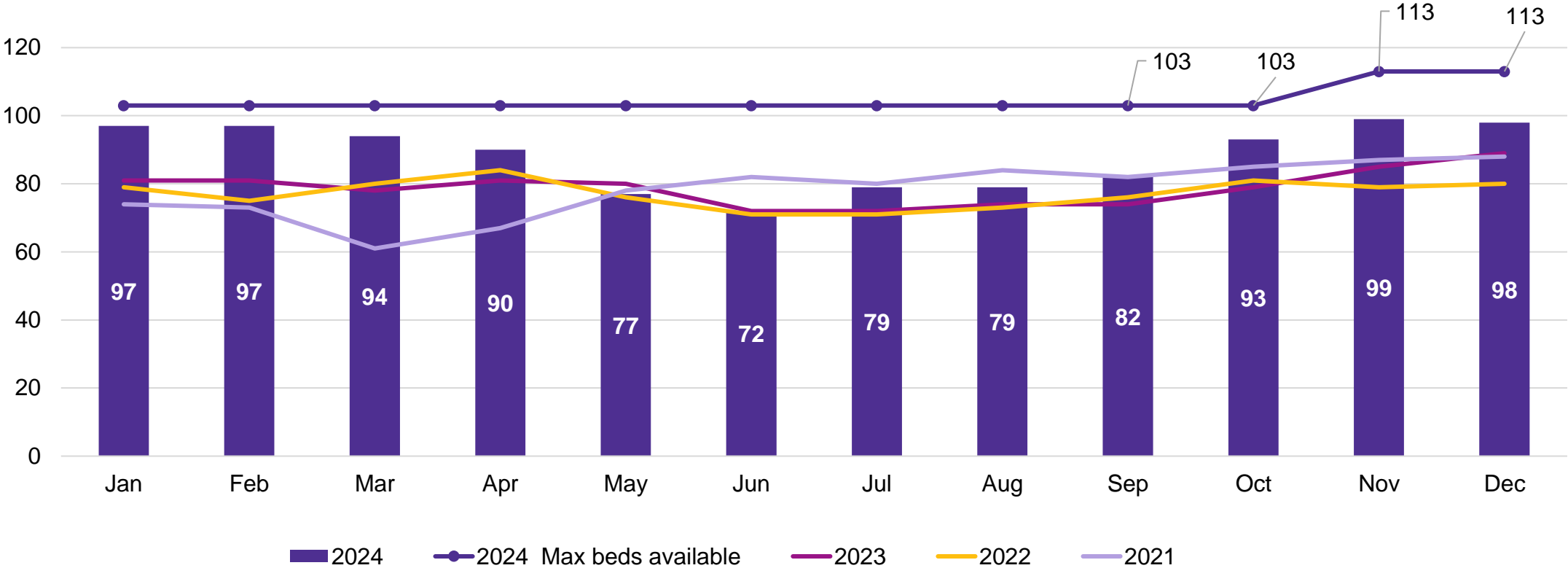
Housing: Applicants Housed



Housing: Emergency Shelter Use



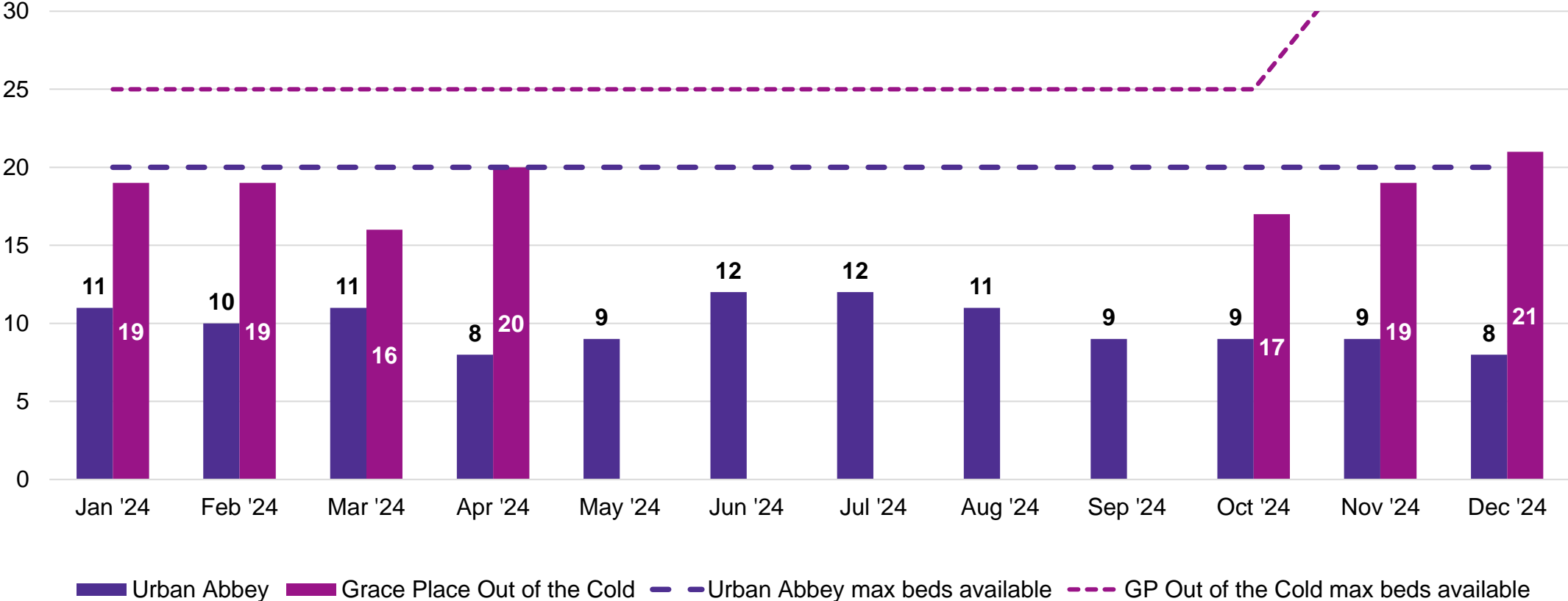
Average Shelter Beds Used Nightly – Shelter House and Salvation Army Combined



Housing: Emergency Shelter Use



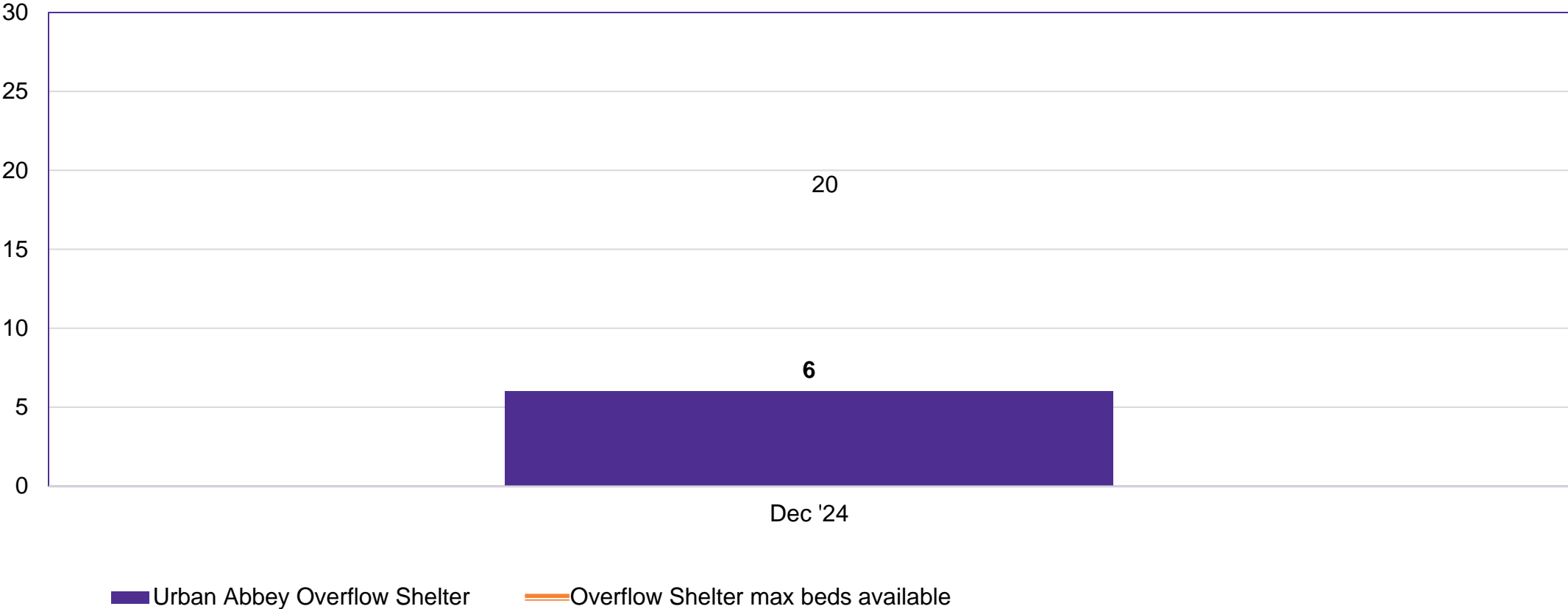
Emergency Shelter Beds Used (Monthly Average) – Urban Abbey Women’s Shelter & Grace Place (GP) Out of the Cold



Housing: Emergency Shelter Use



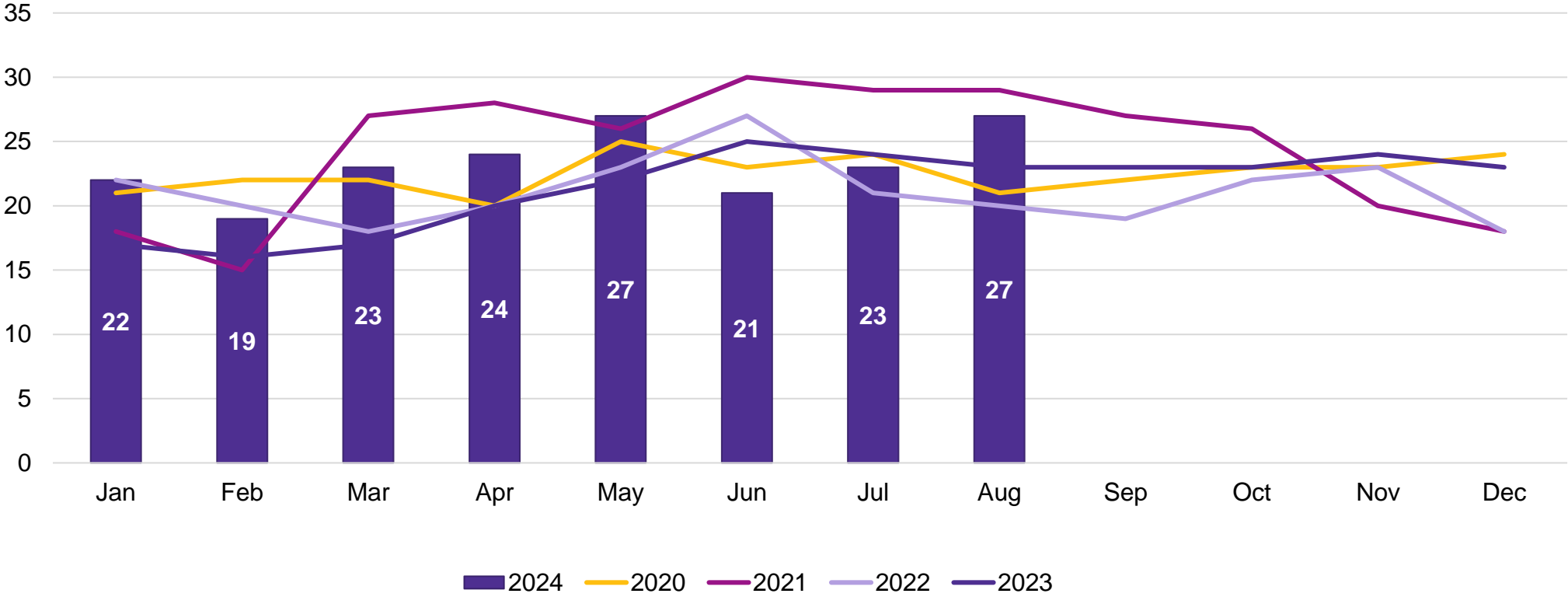
Emergency Shelter Beds Used (Monthly Average) – Urban Abbey Overflow Shelter



Housing: Chronic Homelessness



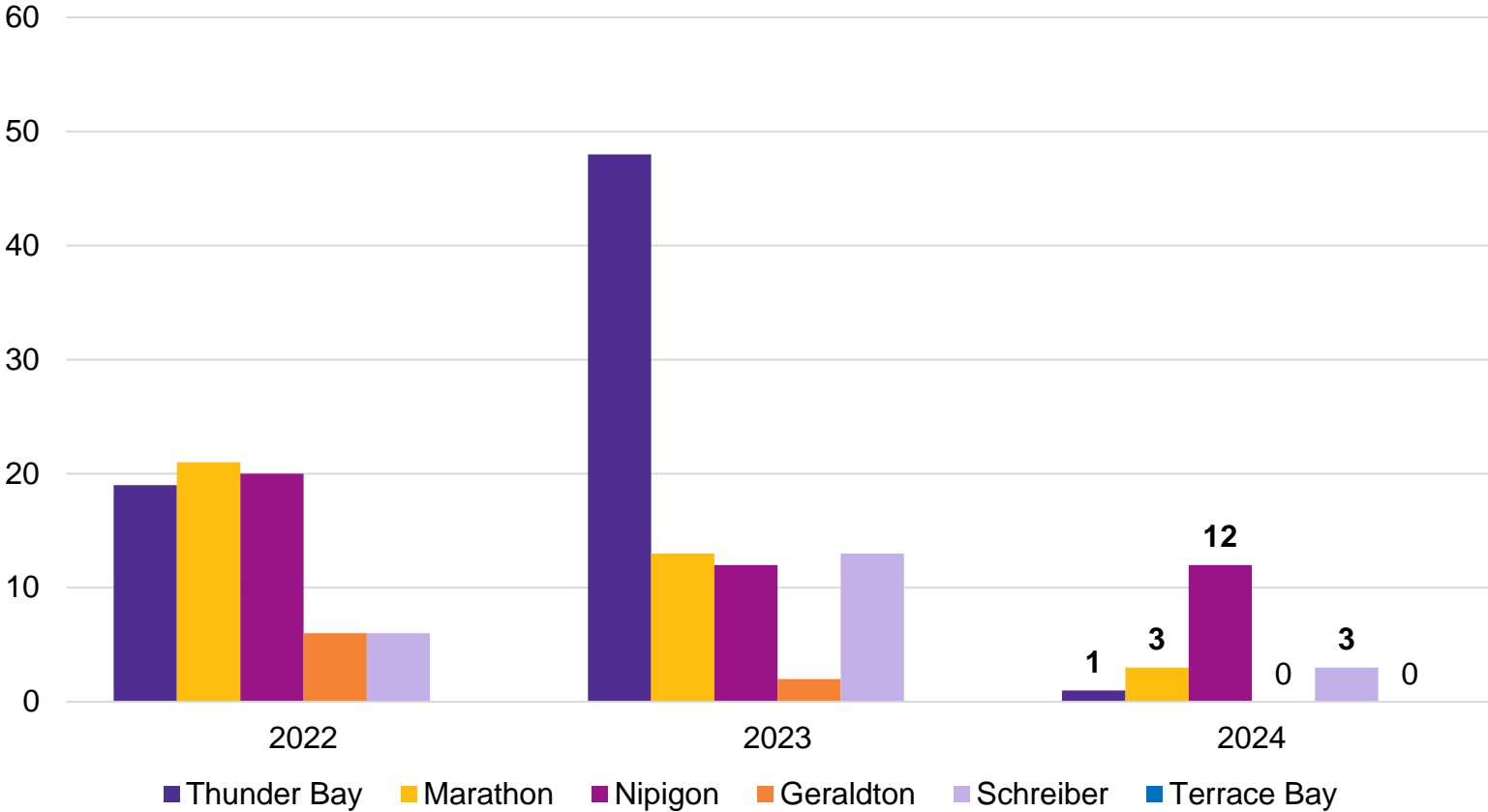
Number of People Experiencing Chronic Homelessness Using Shelters by Month *



Motel Night Stays: Yearly Numbers



Grouped by Issuing Community



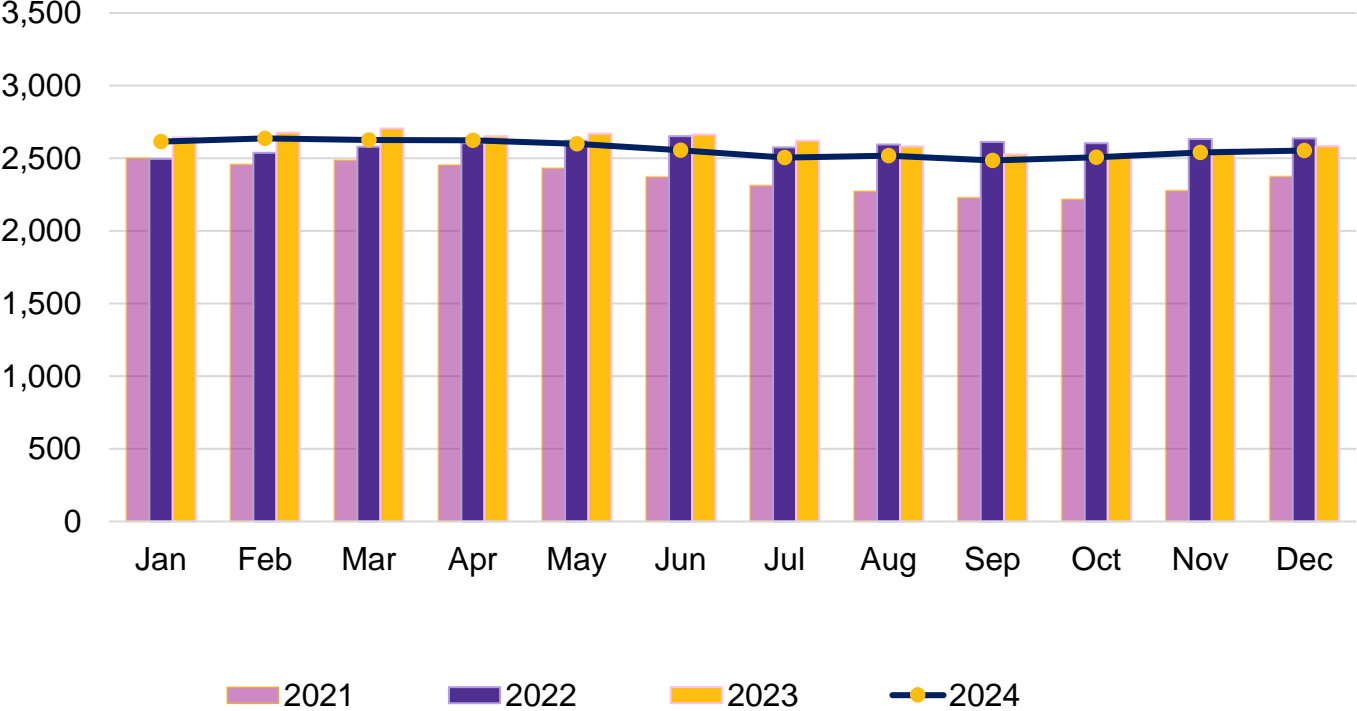
Community	Year		
	2022	2023	Q4 2024
Thunder Bay	19	48	1
Marathon	21	13	3
Nipigon	20	12	12
Geraldton	6	2	-
Schreiber	-	13	3
Terrace Bay	-	-	-



Ontario Works: Caseload



OW Caseload* 1



	Number of Cases
Temp Care Cases	179
ODSP Caseload ²	28



Ontario Works: Caseload Profiles



Demographic Information

Cases¹ (Monthly Average) by Family Structure

Family Structure	Year			
	2021	2022	2023	2024
Singles without children	1,500	1,685	1,702	2009
Singles with children	752	792	809	790
Couples without children	22	29	28	25
Couples with children	91	90	78	85
All Cases²	2,366	2,596	2,618	2909

Active Adults (Monthly Average) by Level of Education

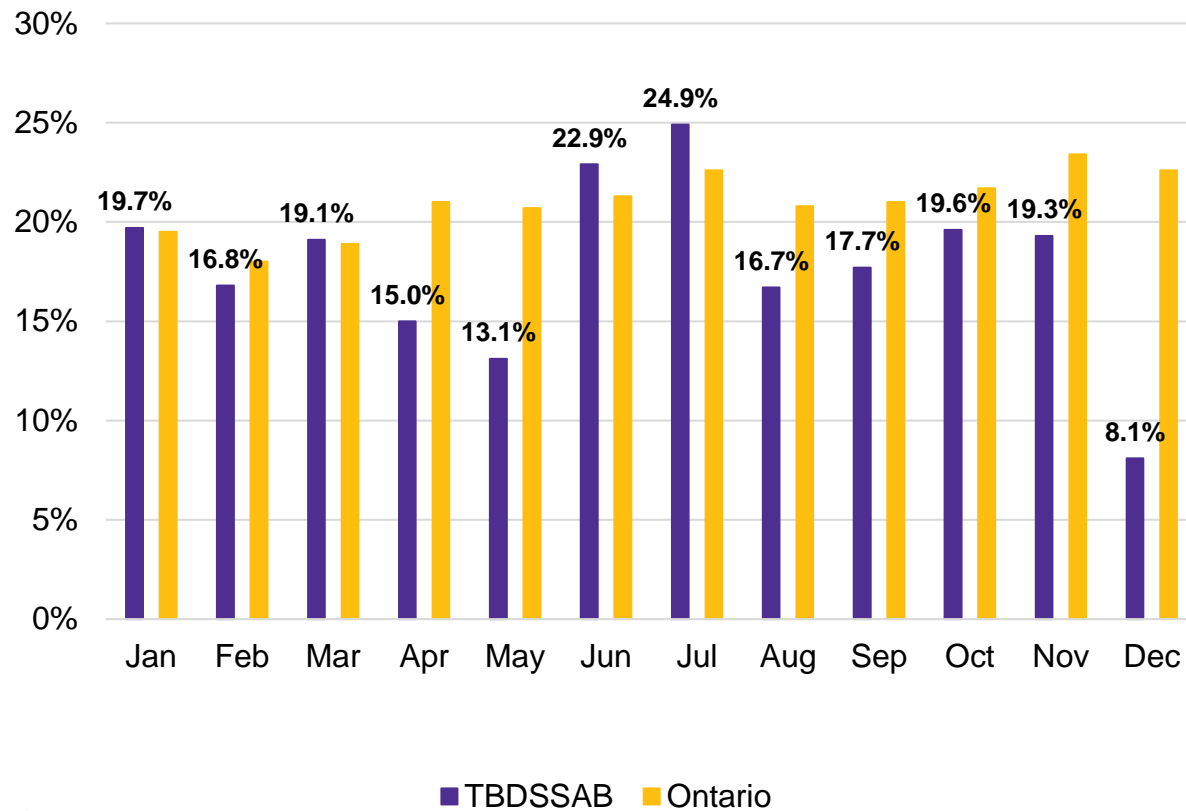
Level of Education	Year			
	2021	2022	2023	2024
Grade 1-8	157	154	144	111
Grade 9-11	1,167	1,169	1,108	968
Grade 12-13	725	796	802	827
Post Secondary	388	413	412	409
All Adults²	2,437	2,533	2,466	2,315



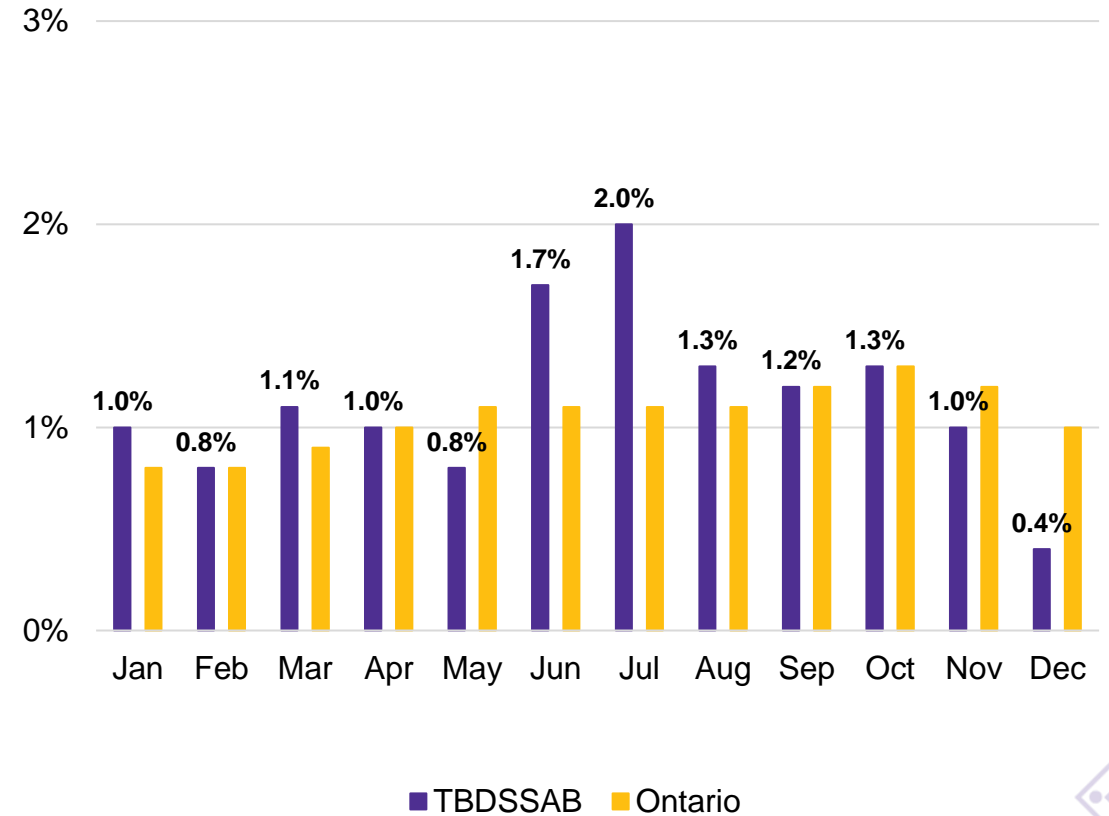
Ontario Works: Employment Assistance Services



% of Terminations Exiting to Employment*



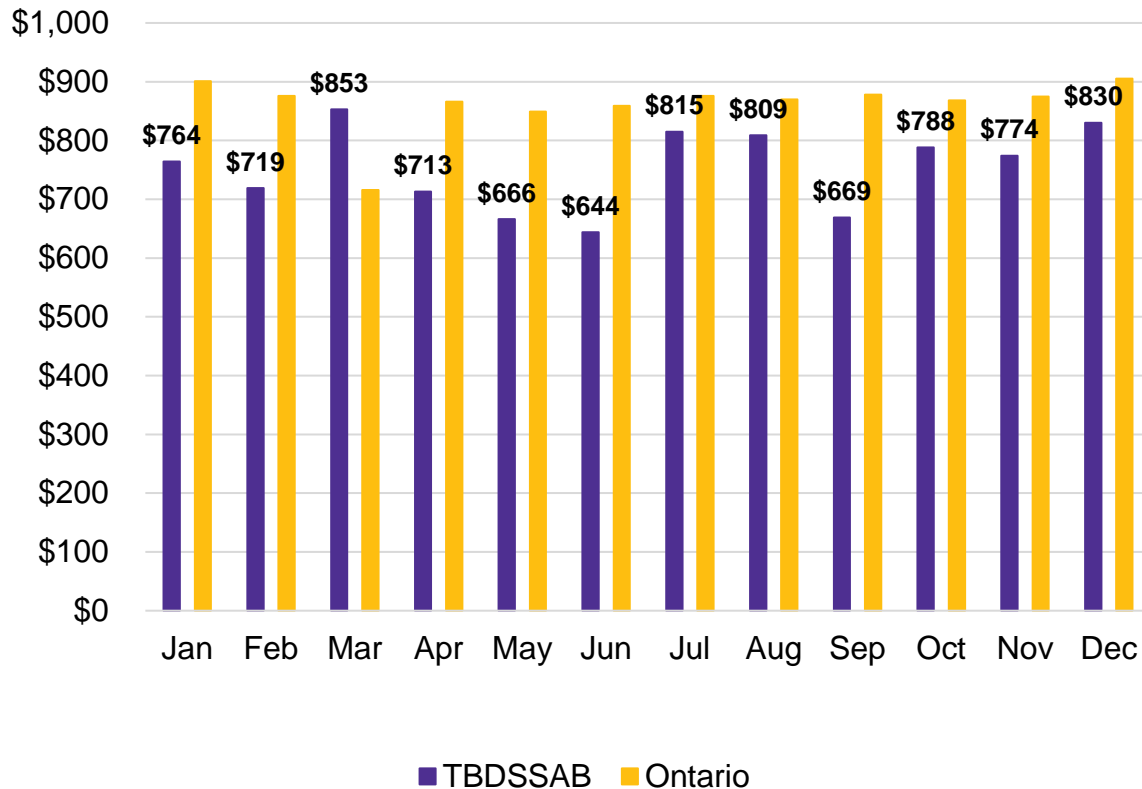
% of Caseload Exiting to Employment*



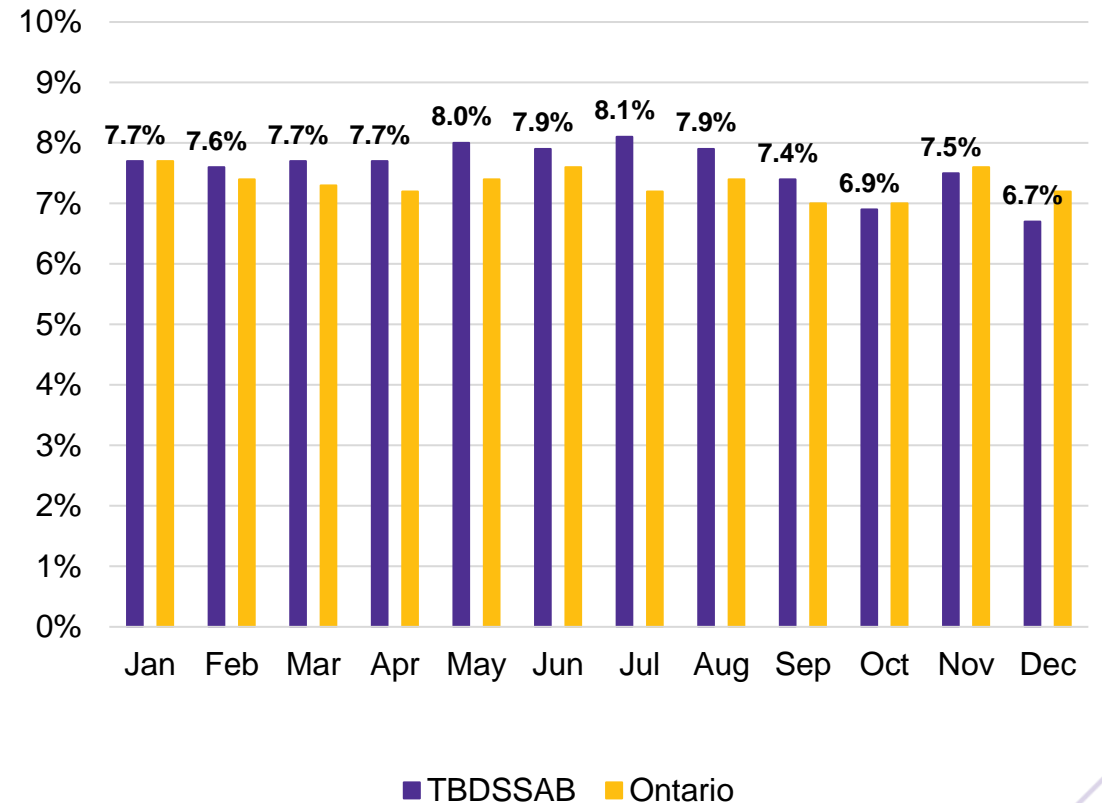
Ontario Works: Employment Assistance Services



Average Monthly Employment Earnings by Case*



% Caseload with Employment Earning*



TBDSSAB Quarterly Operational Report

4th Quarter Operational Report

October 1st– December 31st, 2024





Memorandum

Date: January 31, 2025
To: Members of the Board
From: Ken Ranta, CEO
Subject: **Landlord Tenant Board Advocacy**

At the January 16, 2025 Board meeting, the Board engaged in a discussion regarding past discussions with the Ministry of the Attorney General regarding proposing amendments to the Landlord Tenant Board (LTB) process. It was stated that the Northern Ontario Service Deliverers Association (NOSDA) had a planned deputation with the Attorney General scheduled for January 20th at the Rural Ontario Municipal Association conference.

From this discussion, Administration was directed to bring back options to engage other ministries in support advocacy for any proposed LTB amendments presented by NOSDA.

NOSDA's deputation to the Attorney General included identifying key issues with the LTB process and some recommendations that could address these issues. The deputation was well received and the Attorney General asked the group to prepare some further detailed information and outline particular instances to help further the discussion on possible changes. NOSDA committed to preparing further information and providing this to the Attorney General.

TBDSSAB was a contributor to the NOSDA deputation paper, sharing our experiences and recommendations for change. Administration will continue to work with NOSDA in the preparation of further information requested by the Attorney General.

As a result, Administration recommends that the detailed response package be prepared and presented to the Attorney General by NOSDA prior to engaging in advocacy to other ministries in support of any change.

Further, with the call of the provincial election to be held on February 27, 2025, it is prudent to hold communications with the various ministries until the ministerial appointments are made.



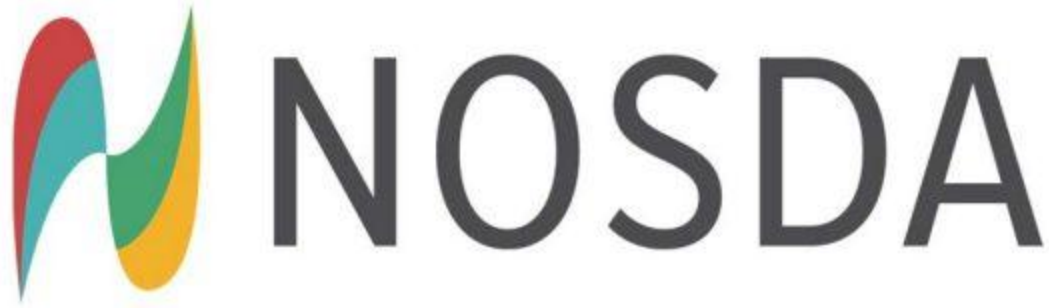
**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**

Sincerely,

Ken Ranta
CEO

KR/gf

Attachment #1 [NOSDA Deputation Paper to the Hon. Doug Downey, Attorney General](#)



**Honourable Doug Downey
Attorney General
ROMA Conference January 19-22, 2025**

**January 20, 2025 at am/pm
Opus Room 3rd Floor Hilton 145 Richmond**

**Presented By: Michelle Boileau, Chair
Debbie Ewald, Vice Chair
Mark King, Vice Chair
Northern Ontario Service Deliverers Association
fern.dominelli@nosda.net
(705) 665-2944**

Briefing Note: Ministry of Attorney General

NOSDA has provided recommendations for Reforming the Landlord and Tenant Board (LTB) Process to Address Delays and Improve Outcomes for Vulnerable Populations

The Landlord Tenant Board (LTB) is facing significant delays and inefficiencies that are having severe financial and social consequences, particularly for community housing providers and vulnerable tenants. Average wait times for hearings exceed nine months, with evictions taking up to 18 months to process. These delays exacerbate financial strain on municipalities, housing service managers, and providers of social housing. These briefing outlines key issues with the LTB process and presents recommendations to streamline the system and improve outcomes for those reliant on community housing.

Background:

The challenges facing the LTB have been magnified in the aftermath of the COVID-19 pandemic, with wait times for hearings and decisions becoming increasingly prolonged. This issue is particularly concerning for municipal housing service managers (CMSMs), District Social Services Administration Boards (DSSABs), and Local Housing Corporations (LHCs), who are responsible for administering community housing and preventing homelessness.

Key challenges identified by the Northern Ontario Service Deliverers Association (NOSDA) and its members include:

Excessive Wait Times

- Wait times for hearings often exceed 9 months, with evictions taking 18 months or longer to resolve.
- These delays result in significant financial losses, including increased operational costs, unpaid rent, unit turnover, property damage, and the diversion of resources from homelessness prevention programs.
- Delays also lead to the accumulation of legal costs and impacts on tenant behavior, further escalating disputes and damages.

Inefficient Resource Allocation

- Delays consume critical resources that could otherwise be directed toward homelessness prevention, mental health, and addiction services.

Inconsistent Hearing Practices

- Variability in adjudicator decisions and processes creates uncertainty for housing providers, complicating compliance with the Residential Tenancies Act and escalating costs, particularly for smaller providers.

Limited Hearing Capacity

- The inability to address multiple applications for the same tenant in a single session extends disputes and delays resolution.

Geographic Challenges in Northern Ontario

- Virtual hearings are often hindered by poor connectivity in rural and northern regions
- Legal representation, especially in remote areas, is harder to access, adding to the complexity and delays of proceedings.

Request:

Exemption from the LTB Process for Community Housing Providers

- We recommend that Consolidated Municipal Service Managers (CMSMs), District Social Services Administration Boards (DSSABs), and Local Housing Corporations (LHCs) be **exempt from the provincial LTB process**. This exemption would allow municipalities to manage tenant disputes more effectively, expedite resolutions, and reduce the burden on the provincial LTB system.
- CMSMs, DSSABs, and LHCs are well-positioned to handle disputes and evictions more efficiently, given their legislated responsibilities and proximity to the communities they serve.

In-Person and Regional Appeals for Northern Ontario

- In Northern Ontario, where geography and infrastructure are significant barriers, we recommend **in-person hearings** where possible, especially for tenants and landlords in remote areas.
- Adjudicators could be assigned regional areas, better reflecting the unique living conditions and challenges faced by communities in the North.

Allow Multiple Applications per Hearing

- To streamline the hearing process and reduce delays, we recommend that the LTB allow **multiple applications (e.g., for arrears and tenant behavior) to be addressed in a single hearing**. This will reduce the number of hearings needed, expedite resolution, and lower costs for both tenants and housing providers.

Expand Section 5.1 to Include Tenants Receiving Mental Health and Addiction Supports

Section 5.1 of the Residential Tenancies Act should be **expanded to include tenants in community housing units who are receiving Mental Health and Addiction Services**. This will provide municipalities the flexibility to manage tenancy issues more effectively while ensuring that support services remain a key part of housing stability.

- We are looking to develop lease terms & conditions for new tenants that allows CMSM/DSSAB's to apply section 5.1 where the new tenant has agreed to same in the lease. Any review process that maybe involved quickly recognizes the lease conditions and upholds same very quickly. This would apply to new tenants receiving supports when they move in, housing with supports, transitional housing. We would be looking for a 4-year time line same as transitional housing.
- CMSMs and DSSABs have a mandate for homelessness prevention, and this change would allow them to create environments conducive to long-term housing stability by removing tenants whose behavior is detrimental to other residents.
- The CMSM & DSSAB being responsible for homelessness will determine the best alternative accommodation for the tenant being evicted.

Structured Training for Adjudicators

- To ensure more consistent and fair outcomes, we recommend **structured, standardized training** for LTB adjudicators that focuses on the specific challenges of community housing and homelessness.
- This training would address issues such as mental health, addiction, and the unique needs of vulnerable tenants, ensuring that adjudicators are better equipped to make informed decisions.

Conclusion

The current inefficiencies of the Landlord Tenant Board are not only a burden on housing providers but also an impediment to addressing pressing societal issues such as homelessness and social disorder. By implementing the proposed reforms, we can create a more effective, responsive, and humane housing system that prioritizes the needs of vulnerable populations while conserving critical resources.

We urge the government to consider these recommendations seriously and to take swift action to implement the necessary changes to the Landlord Tenant Board.



BOARD REPORT

REPORT No.: 2025-06

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: ADVOCACY & ENGAGEMENT ANNUAL UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide the District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an annual update on advocacy and engagement activities completed by the Board and/or Administration.

BACKGROUND

The Board approved an Advocacy & Engagement Policy & Procedure in September 2021, by Resolution 21/58.

The purpose of the Advocacy and Engagement Policy and Procedure is to establish a clear and consistent framework to guide The District of Thunder Bay Social Services Administration Board with the planning, implementation, and tracking of advocacy and engagement activities.

COMMENTS

The table below summarizes initiatives undertaken in 2024. Highlights:

1. **Housing Service System.** In 2024, TBDSSAB continued to work with community partners to increase the variety of available spaces across the housing continuum. In 2024, 123 transitional housing spaces were announced, and shelter spaces were increased by 40 spots.
2. **Reconciliation & Inclusion.** During 2024, TBDSSAB continued to work toward the objectives in the Situation Analysis Implementation Plan by holding consultation sessions with Community Partner Organizations. The TBDSSAB Diversity, Equity & Inclusion Table expanded its scope to include staff

engagement activities to raise awareness about a variety of topics impacting equity-seeking groups.

3. **Humanizing Human Services.** The impacts of stigma and negative societal attitudes towards low-income and homeless populations are a key priority in TBDSSAB’s 2024-27 Strategic Plan. Following this strategic direction, 2024 saw the implementation of engagement strategies for people with lived and living experience, as well as a new partnership with Magnus Theatre through their Collective Creation Project.

Table 1: Summary of Advocacy and Engagement Activities

Topics	Activities (organized by headings in <i>Advocacy and Engagement Procedure</i> framework)
<p>1) Housing & Homelessness Service System</p> <p><i>Activities related to supporting (and strengthening) the housing and homelessness prevention system.</i></p>	<p>Internal Change</p> <ul style="list-style-type: none"> • Asset & Risk Officer position moved to Integrated Social Services Division to strengthen internal processes <p>Public Engagement</p> <ul style="list-style-type: none"> • Media Release and Impact Highlights shared for National Housing Day • Conducted biannual Tenant Satisfaction Survey <p>Community Collaboration</p> <ul style="list-style-type: none"> • HPP Advisory Table • Supported community partners in the transition to by-names list and reporting changes. <p>Formal Partnerships</p> <ul style="list-style-type: none"> • Letters of Support: City of Thunder Bay Homelessness Plan <p>Local Service System</p> <ul style="list-style-type: none"> • Changed seniors’ designation on two buildings based on assessment of housing stock and demand • Funding partnerships for Transitional/Supportive housing units. # Spaces Added in 2024: 123 • Increased funding for Emergency Shelter spaces. # Spaces Added in 2024: 40 <p>Broader Service System</p> <ul style="list-style-type: none"> • Participated in OMSSA/AMO/NOSDA HelpSeeker homelessness data research project

	<p>Policy Advocacy</p> <ul style="list-style-type: none"> • ROMA 2024: Position papers and delegation meetings requested related to Canada Ontario Community Housing Initiative Funding Formula (PDF) and Ontario Priorities Housing Initiative Allocation (PDF) • AMO 2024: Position papers and delegation meetings requested related to COCHI OPHI COHB (PDF), LTB Wait Times (PDF), Supportive Housing (PDF) • Letter from Chair to local MPs re: National Housing Strategy Funding
<p>2) Child Care & Early Years System</p> <p><i>Activities related to supporting (and strengthening) the child care and early years' service system.</i></p>	<p>Public engagement</p> <ul style="list-style-type: none"> • Media Release and Impact Highlights shared for CCW & ECE Appreciation Day • Resources developed and shared for families to recognize CCW & ECE Appreciation Day <p>Community Collaboration</p> <ul style="list-style-type: none"> • CCEY Advisory Table <p>Local Service System</p> <ul style="list-style-type: none"> • Professional Learning Day hosted for educators from across the District of Thunder Bay • Administrative supports introduced to the Child Care and EarlyON leadership networks • Ongoing funding agreements with Confederation College to support recruitment and retention of educators <p>Broader Service System</p> <ul style="list-style-type: none"> • Participated and supported data collection for "Knowing our Numbers" project <p>Policy Advocacy:</p> <ul style="list-style-type: none"> • ROMA 2024: Position papers and delegation meetings requested related to Funding Guidelines Planning Time (PDF) and Workforce Retention (PDF)
<p>3) Social Assistance Programs</p> <p><i>Activities related to addressing local social</i></p>	<p>Local Service System</p> <ul style="list-style-type: none"> • Engaged with community employment partners to prepare for provincial employment system transformation to commence 2025

<p><i>assistance service needs.</i></p>	<p>Policy Advocacy:</p> <ul style="list-style-type: none"> • ROMA 2024: Position papers and delegation meetings requested related to Social Assistance Shelter Rates (PDF) • AMO 2024: Position papers and delegation meetings requested related to Social Assistance Modernization (PDF) • Letter from Chair to Premier and Minister MMAH re: Social Assistance Rates and Common Assessment Tool (TBDSSAB Resolution No. 24/15)
<p>4) Reconciliation & Inclusion</p> <p><i>Activities related to creating a culture of inclusion at TBDSSAB.</i></p>	<p>Internal Change</p> <ul style="list-style-type: none"> • Recognition of DEI events internally via DEI Table <p>Reflective Practice</p> <ul style="list-style-type: none"> • Diversity, Equity, Inclusion, and Belonging training added to mandatory staff training • DEI education offered to all staff (ongoing) <p>Public Engagement</p> <ul style="list-style-type: none"> • Engagement sessions held with Indigenous-led community partner organizations to provide guidance on the “Situation Analysis Implementation Plan” and input on the formation of an Indigenous Advisory Table to the Board. Five consultation sessions held in 2024. Consultations are ongoing. <p>Community Participation</p> <ul style="list-style-type: none"> • Flag raised for Pride month • Flag raised for National Day for Truth and Reconciliation
<p>5) Humanizing Human Services</p> <p><i>Activities related to engaging with service recipients and the public using a compassionate and person-centered approach</i></p>	<p>Reflective Practice</p> <ul style="list-style-type: none"> • Food and drink available in the Intake area <p>Internal Change</p> <ul style="list-style-type: none"> • Developed tools to support trauma-informed engagement and storytelling with people with lived and living experience (PWLLE) • Created compensation process for engaging PWLLE • Introduced ‘Plain and Welcoming Language’ reviews <p>Public Engagement</p> <ul style="list-style-type: none"> • Communications strategy updated to more directly promote compassion and understanding about the circumstances impacting people we serve

	<ul style="list-style-type: none"> • Key messages in media interviews, statements, and speaking notes include appeals to compassion and recognition of the people impacted <p>Community Participation</p> <ul style="list-style-type: none"> • Bronze Sponsor for Rockin’ Recovery event via Thunder Bay Drug Strategy <p>Formal Partnerships</p> <ul style="list-style-type: none"> • Community Partner on Magnus Theatre Collective Creation Project for 2024-25 on the topic of poverty • Letter of Support for Thunder Bay Art Gallery Seniors Accessibility Initiative grant application
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STRATEGIC PLAN IMPACT

This report is related to the objectives included in TBDSSAB’s 2020-2023 Strategic Plan under: “Advocate for our local, flexible solutions”, as well as objectives included in the 2024-2027 Strategic Plan under: “Encouraging Advocacy and Awareness”.

FINANCIAL IMPLICATIONS



There are no financial implications related to this report.

CONCLUSION

It is concluded that the annual Advocacy and Engagement update be received as presented.

REFERENCE MATERIALS

None

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



BOARD REPORT

REPORT No.: 2025-07

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: 2024-27 STRATEGIC PLAN – FOURTH QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-07 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – Fourth Quarter Update for information only.

REPORT SUMMARY

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

BACKGROUND

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

COMMENTS

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

As of December 31, 2024, the overall progress on the 2024-27 strategic plan is 40%.

Table 1 and Table 2 below summarize the progress made to December 31, 2024.

Table 1: Strategic Plan 2024-27 Progress Summary as of December 31, 2024

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	3	3	63%
	2: Fostering an Engaged and Collaborative Culture	7	2	2	44%
Compassion	3: Humanizing Human Services	8	2	2	22%
	4: Encouraging Advocacy & Awareness	9	2	5	37%
Excellence	5: Fostering Innovation and Progress	6	0	2	27%
	6: Promoting Reconciliation & Inclusion	5	2	1	46%
	Summary	41 Objectives	11 Completed	15 Underway	40% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: RPT 2024-32	100%
1.3 Implement knowledge sharing and transfer plan.	In planning stage. On track for 2025 implementation.	25%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	In planning stage. On track for 2025 implementation.	25%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	Staff spotlights will be included in monthly internal newsletter starting in 2025.	30%
STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: RPT 2024-47	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Team-direct communication planned for 2025 Q1.	80%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Transition plan and training completed in Q4.	100%

2.4 Implement a plan for staff engagement based on survey results.	In planning stage.	25%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Strategy developed via CEO Division, Communications & Engagement, and ISS team. Will be implemented in 2025.	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Research into existing data sources is complete. Further progress toward this objective is on hold pending more information about TBDSSAB's role in the Hart Hub project and its impact on data collection.	50%
3.3 Develop a research plan for an anti-stigma research initiative and awareness campaign in consultation with staff and PWLLE.	Strategy for how to approach consultation and planning process has been drafted.	25%
STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Plain language framework in use and piloted on tenant survey in 2024. Plan developed to implement this across the organization in 2025.	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Plan developed for implementation in 2025.	100%
4.3 Board advocates for more community policing.	Meetings held between CEO and Chief of TBPS for ongoing collaboration between the police and administration. Opportunities for Board-level advocacy to be determined.	50%

4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Communications Strategy updated to include Awareness of TBDSSAB programs and service systems as a key priority for 2025. ISS Division in early stages of developing a Research Community of Practice to increase information sharing and knowledge translation opportunities.	55%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	Information sharing sessions being planned for Q1 & Q2 of 2025, ahead of schedule.	30%
STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Continuous Improvement Plan in progress. Recommendations to be finalized in 2025.	80%
5.2 Assess current data collection to align data practices with our strategic goals.	Data collection practices have been assessed based on strategic goals and reporting requirements. Changes to reporting requirements by funders in 2024 led to both delays and opportunities to streamline internal processes. Ongoing / In Progress.	80%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Diversity, Equity, Inclusion, and Belonging training offered to all staff in Q3 with Q4 completion deadline. Completed.	100%
6.2 Board education about reconciliation.	Sharing circle and training held in December 2024. Complete.	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities,	DEI Table determined survey objectives in Q4 2024. On track to implement survey in 2025.	30%

including long-term staff education needs		
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STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS


There are no financial implications related to this Report.

CONCLUSION

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

REFERENCE MATERIALS

None

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



BOARD REPORT

REPORT No.: 2025-08

MEETING DATE: FEBRUARY 20, 2025

SUBJECT: FEBRUARY 2025 MORTGAGE RENEWAL - WALKOVER

RECOMMENDATION

THAT with respect to Report No. 2025-08 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the Ministry Resolution as attached, duly signed in accordance with TBDSSAB By-Law No. 03-2021 (Governance and Procedural);

AND THAT we authorize the Board Chair and Chief Executive Officer to execute the mortgage financing documents related thereto.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the mortgage renewal arrangements for the properties located on Cuyler St., Athabasca St. and Walkover St. in the City of Thunder Bay.

BACKGROUND

The Ministry of Municipal Affairs and Housing (MMAH) is responsible for facilitating and coordinating mortgage renewals for certain legacy social housing properties on behalf of TBDSSAB. MMAH enters into negotiations with lenders, on TBDSSAB's behalf, to secure more favourable interest rates. Once MMAH receives the borrowing Resolution from the Board, the renewal can be finalized with the financial institution.

The *Housing Services Act, 2011*, permits a housing provider to seek alternative financing arrangements where a business case can be made to the Service Manager. Given the competitive rates secured through the MMAH process, this option was not considered for this renewal.

The renewal advice was received from the Ministry late in 2024 with a very limited time period for signing and submission. In these situations, Administration has arranged for the completion of the transaction, and has provided a report to the Board outlining the circumstances of said transaction. Given that the mortgage renewal is a requirement of continued financing of this property, the Board Chair authorized the required documentation for submission to the ministry within the required timelines, and a follow up report is now provided to provide for the completion of this financing transaction.

COMMENTS

The following TBDSSAB mortgage was due for renewal on February 1, 2025:

Project	Balance Owing at Renewal	Negotiated Rate	Current Term Expiry	Mortgage Maturity
Walkover	\$181,969	5.653%	February 1, 2025	January 1, 2027

This mortgage, held by Scotiabank, was last renewed on February 1, 2020; and will be held by Scotia Mortgage Corporation for this renewal period.

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



Mortgage financing costs are included in the annual TBDSSAB Operating Budget. Given the current rate of this mortgage relative to the previous renewal rate (2.68%), this renewal will result in a less favourable financial position.

CONCLUSION

It is concluded that the mortgage financing for the Walkover properties was due for renewal on February 1, 2025, and has been renewed through the MMAH negotiation process, and should be approved.

REFERENCE MATERIALS

Attachment #1 [Resolution of the Board of Directors of The District of Thunder Bay Social Services Administration Board](#)

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

**RESOLUTION OF THE BOARD OF DIRECTORS
OF
The District of Thunder Bay Social Services Administration Board (the "Corporation")**

WHEREAS the "Corporation" and/or "Housing Provider" has requested the Ministry of Municipal Affairs and Housing (the "Ministry") to arrange on its behalf a refinancing of the existing charge/mortgage of land (the "Mortgage") for its project municipally known as **Walkover, Picadilly; Regina; 384 Culyer St; 929 Athabaska St; 521 Walkover St, Thunder Bay (the "project")** for approximately \$181,969.23 maturing on February 1, 2025 (Ministry Reference No: NW2074).

AND WHEREAS the Ministry has agreed to arrange said mortgage financing and the Housing Provider agrees to be bound for those purposes by the terms and conditions contained in the said Mortgage, or any amendments thereto.

THEREFORE BE IT RESOLVED THAT:

1. The Housing Provider hereby authorizes the Ministry to solicit and arrange on its behalf such Mortgage(s) or Mortgage facilities with a lender or its authorized agent (the "Lender") as it deems necessary, appropriate or advisable for the project identified above and for the maturity date aforementioned;
2. The Housing Provider hereby agrees to be bound to the Lender for such mortgage purposes and upon the terms and conditions contained in the said Mortgage, or any amendments thereto, and the Housing Provider hereby further agrees to mortgage its property and assets to secure its present and future obligations under the said Mortgage, or any amendments thereto, to the Lender, as deemed necessary or advisable;
3. The Housing Provider hereby authorizes the designated signing Officers to enter into such agreement or agreements amending the terms of the said Mortgage and to deliver to the Lender such document or documents as may be deemed necessary, advisable or required by the Lender to give effect thereto; and
4. The Housing Provider hereby confirms that this Resolution has been ratified and approved by its Board of Directors and it agrees to deliver this Resolution to the Ministry and to the Lender; and the Housing Provider further confirms that this Resolution shall continue in force and effect until written notice to the contrary is delivered to the Lender and the Ministry with receipt acknowledged by the Lender and the Ministry.

I HEREBY CERTIFY that the foregoing is a true copy of a Resolution passed by the Board of Directors of the Housing Provider on the 10th day of December, 2024 which Resolution was duly enacted in the manner authorized by law and in conformity with the constating documents of the Housing Provider and that this Resolution has not been amended and continues to be in full force and effect.

Dated at Thunder Bay this 10th day of December, 2024

The District of Thunder Bay Social Services
Administration Board

Per:  c/s

Name: Brian Hamilton

Title: Chair

I have the authority to bind the subject Corporation.

Ministry of Municipal Affairs
and Housing

Municipal and Housing
Operations Division

777 Bay Street, 16th Floor
Toronto ON M7A 2J3
Telephone: 416-585-7257

Ministère des Affaires municipales
du Logement

Division des politiques et de la planification en
matière de logement

777, rue Bay, 16e étage
Toronto ON M7A 2J3
Téléphone: 416-585-7257



January 28, 2025

SENT BY EMAIL ONLY

Board Chair Brian Hamilton
Thunder Bay DSSAB
Board.chair@tbdssab.ca

Dear Board Chair Hamilton:

RE: Last Mile Funding for 2024-25

Thank you for your submission to the Ministry of Municipal Affairs and Housing (MMAH) in response to the call for Proposals on December 12, 2024 for the \$50 million Last Mile funding and \$20 million Encampment Response Initiative (ERI) funding, as part of the province's \$75.5 million investment to further support homelessness prevention and provide people living in encampments with access to reasonable alternative accommodation.

The Ministry has completed its evaluation of the business cases submitted by Service Managers and Indigenous Program Administrators in response to the Ministry's call for proposals.

I regret to inform you that your business case submission in response to the request for Last Mile Funding was not identified to receive funding.

The Ministry received a large number of high calibre submissions for both funding streams. Under the ERI stream, 42 submissions were received, with a combined total project cost of approximately \$89 million and a total funding request of approximately \$76 million. Under the Last Mile funding stream, 133 submissions were received, representing a total project cost of approximately \$2.7 billion, and a total funding request of approximately \$550 million.

Submissions were assessed by the Ministry of Municipal Affairs and Housing using a comprehensive evaluation process based on the programs' objectives.

While your business case submission was not identified to receive funding at this time, there may be future funding opportunities for which you could consider resubmitting your proposal.

I sincerely appreciate your partnership as we continue to work together to provide more long-term, stable housing and temporary accommodations for those living in encampments, deliver affordable housing programs, and enhance community and supportive housing across the province.

Regards,



Sean Fraser
Assistant Deputy Minister
Municipal and Housing Operations Division
Ministry of Municipal Affairs and Housing (MMAH)

- c. Ken Ranta, Chief Executive Officer, Thunder Bay DSSAB
Crystal Simeoni, Director, Integrated Social Services, Thunder Bay DSSAB
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