



DATE OF MEETING: MARCH 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

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/19

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 March 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. 03/2025](#) (Regular Session) and [Meeting No. 04/2025](#) (Closed Session) of TBDSSAB, held on February 20, 2025, to be confirmed. **(Pages 5 - 16)**

Resolution No. 25/20

THAT the Minutes of Board Meeting No. 03/2025 (Regular Session) and No. 04/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, be confirmed.

Committee Meetings

Draft Minutes of the [Audit Committee Meeting](#) held on November 26, 2024, for information only. **(Pages 17 - 18)**

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals including members of Administration regarding the verbal update relative to the TBDSSAB Board Chair position.

Resolution No. 25/21

THAT the Board adjourns to Closed Session relative to identifiable individuals including members of Administration regarding the verbal update relative to The District of Thunder Bay Social Services Administration Board Chair position.

REPORTS OF ADMINISTRATION

10 Year Housing & Homelessness Plan
2014-2024 Final Update

[Report No. 2025-09](#) (Integrated Social Services Division) relative to providing the Board with information related to the TBDSSAB 10-Year Housing and Homelessness Plan Final Update, for consideration. **(Pages 19 - 24)**

Resolution No. 25/22

THAT with respect to Report No. 2025-09 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the TBDSSAB 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report as presented;

AND THAT the Board authorizes Administration to submit the 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report to the Ministry of Municipal Affairs and Housing as required.

**10 Year Housing & Homelessness Plan
Housing Target Final Update**

[Report No. 2025-10](#) (Integrated Social Services Division) relative to providing the Board with updated information relative to the 10-year community and affordable housing targets based on the methodology adopted in 2015, for consideration. **(Page 25 - 42)**

Resolution No. 25/23

THAT with respect to Report No. 2025-10 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve and adopt the 10-Year Housing and Homelessness Plan – Revised Housing Targets Final Update as presented;

AND THAT any further Housing Targets provided by Administration be included in future Housing and Homelessness Plan updates.

Environmental Stewardship Initiatives

[Report No. 2025-11](#) (Corporate Services Division) relative to providing the Board with information on initiatives undertaken in 2024 to enhance environmental stewardship across the organization, in keeping with the objective of being an environmentally friendly organization, for information only. **(Pages 43 - 50)**

**TBDHC Shareholders' Meeting –
Appointment of Proxy**

[Memorandum from Ken Ranta, CEO](#) (Chief Executive Officer Division) relative to providing the Board with information on the requirement to appoint a proxy for voting at the 19th Annual Shareholders' Meeting for Thunder Bay District Housing Corporation (TBDHC), for consideration. **(Page 51)**

Resolution No. 25/24

THAT with respect to the Thunder Bay District Housing Corporation Nineteenth Annual Shareholder's Meeting, to be held on April 17, 2025 at The District of Thunder Bay Social Services Headquarters, we The District of Thunder Bay Social Services Administration Board appoint the Board Chair to be the designated Proxy or failing Chair's availability, the Board Vice-Chair.

CORRESPONDENCE

2025 Northern Ontario Service Deliverers'
Association Membership

[Letter from Fern Dominelli, Executive Director, NOSDA](#) dated March 6, 2025 regarding the selection of Members and Executive for 2025 for NOSDA, for information only.
(Pages 52 - 55)

BY-LAWS**NEXT MEETING**

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, April 17, 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. 25/25**

THAT Board Meeting No. 05/2025 of The District of Thunder Bay Social Services Administration Board, held on March 20, 2025, be adjourned at _____ a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 03/2025
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: February 20, 2025

TIME OF MEETING: 10:17 a.m.

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

CHAIR: Jim Vezina

PRESENT:

Albert Aiello
Ken Boshcoff
Anne Marie Bourgeault
Meghan Chomut
Kasey Etreni
Greg Johnsen
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
Jennifer Lible, Manager, Social Assistance Programs
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Aaron Park, Manager, Housing & Homelessness Programs
Tomi Akineyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement
Glenda Flank, Recording Secretary

REGRETS:

Brian Hamilton
Kathleen Lynch
Mark Thibert

GUESTS:

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BOARD MEETING

The meeting was called to order at 10:17 a.m. as there were technical difficulties that delayed the start of the meeting.

DISCLOSURES OF INTEREST

None.

Appointment of Alternate Vice-Chair

Memorandum from Ken Ranta, CEO (Chief Executive Officer Division), dated February 6, 2025, was presented to the Board relative to the required appointment of an alternate Vice-Chair.

Ken Ranta, CEO provided background information regarding the reason for appointing an alternate Vice-Chair and called for nominations for the position of Vice-Chair.

Jim Moffat was nominated for the position of Vice-Chair and accepted the nomination. There were no further nominations.

Resolution No. 25/09

Moved by: Kasey Etreni
Seconded by: Ken Boshcoff

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

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

CARRIED

PRESENTATION

Employment Services Transformation

A presentation was provided by Jennifer Lible, Manager, Social Assistance Programs and Melanie Salatino, Supervisor, Social Assistance Programs regarding the Employment Services Transformation.

Report No. 2025-03, (Integrated Social Services) was presented to the Board providing an update regarding the Employment Services Transformation.

Jennifer Lible, Manager, Social Assistance Programs provided clarification and responded to questions.

At 10:41 a.m. Jennifer Lible, Manager, Social Assistance Programs and Melanie Salatino, Supervisor, Social Assistance Programs left the meeting.

NEW BUSINESS

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/10

Moved by: Greg Johnsen
Seconded by: Jim Moffat

THAT with respect to the Board Regular and Closed Session agendas for the Board Meeting 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.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 01/2025 (Regular Session) and 02/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on January 16, 2025, respectively, were presented for confirmation.

Resolution No. 25/11

Moved by: Dominic Pasqualino
Seconded by: Elaine Mannisto

THAT the Minutes of Meeting No. 01/2025 (Regular Session) and Meeting No. 02/2025 (Closed Session), of The District of Thunder Bay Social Services Administration Board, held on January 16, 2025, respectively, be confirmed as amended.

CARRIED

CLOSED SESSION MEETING

Administration recommended 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

Moved by: Albert Aiello
Seconded by: Kasey Etreni

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.

CARRIED

At 11:29 a.m. the meeting reconvened in Regular Session and Marty Farough, Manager, Infrastructure & Asset Management, Tafadzwa Mukubvu, Manager, Finance, Aaron Park, Manager, Housing & Homelessness Programs and Carole Lem, Communications & Engagement Officer joined the meeting.

REPORTS OF ADMINISTRATION

Bertrand Court Regeneration Strategy
Update

Report No. 2025CS-02 (Corporate Services/Integrated Social Services Division) was presented to the Board in Closed Session providing information on the Bertrand Court redevelopment strategy.

The following resolution was presented to the Board for consideration.

Resolution No. 25/13

Moved by: Kasey Etreni
Seconded by: Elaine Mannisto

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.

CARRIED

Provincial Encampment Response
Initiative Funding

Report No. 2025CS-03 (Integrated Social Services Division) was presented to the Board in Closed Session providing information related to TBDSSAB's successful application to the Ministry of Municipal Affairs and Housing's Encampment Response Initiative.

The following resolution was presented to the Board for consideration.

Resolution No. 25/14

Moved by: Dominic Pasqualino
Seconded by: Greg Johnsen

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.

CARRIED

At 11:32 a.m. Marty Farough, Manager, Infrastructure & Asset Management, Tafadzwa Mukubvu, Manager, Finance and Aaron Park, Manager, Housing & Homelessness Programs left the meeting and Jennifer Lible, Manager, Social Assistance Programs joined the meeting.

2025 Ontario Works Service Plan

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

Resolution No. 25/15

Moved by: Elaine Mannisto
Seconded by: Anne-Marie Bourgeault

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 amended;

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.

CARRIED

At 11:36 a.m. Jennifer Lible, Manager, Social Assistance Programs left the Meeting and Tomi Akineyede, Supervisor, Research & Social Policy joined the meeting.

TBDSSAB Fourth Quarter Operational Update

Report No. 2025-05, (Integrated Social Services Division) was presented to the Board providing information containing the trends within TBDSSAB programs and services.

Ken Ranta, CEO provided clarification and responded to questions.

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

At 11:45 a.m. Tafadzwa Mukubvu, Manager, Finance joined the meeting and Tomi Akineyede, Supervisor, Research & Social Policy left the meeting.

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, was presented to the Board providing information regarding the issue of Landlord and Tenant Board advocacy.

Ken Ranta, CEO provided a brief background and responded to questions.

Advocacy & Engagement Annual Update

Report No. 2025-06 (Chief Executive Officer Division) was presented to the Board providing an annual update on advocacy and engagement activities completed by the Board and/or Administration.

Ken Ranta, CEO provided a brief introduction to the report.

Carole Lem, Communications and Engagement Officer provided a brief update on the highlights of report.

Fourth Quarter Strategic Plan Update

Report No. 2025-07 (Chief Executive Officer Division) was presented to the Board providing the quarterly update on the 2024-27 Strategic Plan.

Ken Ranta, CEO provided clarification and responded to questions.

Resolution No. 25/16

Moved by: Ken Boshcoff
Seconded by: Elaine Mannisto

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.

CARRIED

February 2025 Mortgage Renewal -
Walkover

Report No. 2025-08 (Chief Executive Officer Division) was presented to the Board providing the mortgage renewal arrangements for the properties located on Cuyler St., Athabasca St. and Walkover St. in the City of Thunder Bay.

Georgina Daniels, Director, Corporate Services Division provided a brief overview of the mortgage renewal process and responded to questions.

Resolution No. 25/17

Moved by: Dominic Pasqualino
Seconded by: Ken Boshcoff

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.

CARRIED

At 12:03 p.m. Tafadzwa Mukubvu, Manager, Finance left the meeting.

CORRESPONDENCE

Ministry of Municipal Affairs and Housing
Funding

Correspondence from the MMAH dated January 28, 2025, was presented to the Board providing information regarding funding under the Last Mile Funding for 2024-25.

Ken Ranta, CEO provided a brief background relative to the funding and responded to questions.

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, March 20, 2025 at 10:00 a.m., 3rd Floor Boardroom, 231 May Street S., Thunder Bay, ON and via Microsoft Teams.

ADJOURNMENT

Resolution No. 25/18

Moved by: Greg Johnsen
Seconded by: Meghan Chomut

THAT the Board Meeting No. 03/2025 of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, be adjourned at 12:05 p.m.

CARRIED

Chair

Chief Executive Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 04/2025
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: February 20, 2025

TIME OF MEETING: 10:41 a.m.

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

CHAIR: Jim Vezina

PRESENT:

Albert Aiello
Ken Boshcoff
Anne Marie Bourgeault
Meghan Chomut
Kasey Etreni
Greg Johnsen
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
Shari Mackenzie, Manager, Human Resources
Tafadzwa Mukubvu, Manager, Finance
Aaron Park, Manager, Housing & Homelessness Programs
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Brian Hamilton
Kathleen Lynch
Mark Thibert

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

At 10:41 a.m. Ken Ranta, CEO, Georgina Daniels, Director, Corporate Services Division, Crystal Simeoni, Director, Integrated Social Services Division, Carole Lem, Communications and Engagement Officer and Diana Hennel, Administrative Assistant left the meeting.

REPORTS OF ADMINISTRATION

2025 Chief Executive Officer Performance Evaluation

Memorandum from Shari Mackenzie, Manager, Human Resources dated February 6, 2025 was presented to the Board providing information relative to the 2025 Chief Executive Officer Performance Evaluation process.

Shari Mackenzie, Manager, Human Resources provided background information regarding the process timelines and performance evaluation questions and responded to questions.

At 11:11 a.m. Ken Ranta, CEO, Georgina Daniels, Director, Corporate Services Division, Crystal Simeoni, Director, Integrated Social Services Division, Marty Farough, Manager, Infrastructure & Asset Management, Tafadzwa Mukubvu, Manager, Finance, Aaron Park, Manager, Housing & Homelessness Programs and Diana Hennel, Administrative Assistant joined the meeting.

Bertrand Court Regeneration Strategy Update

Report No. 2025CS-02, (Corporate Services/Integrated Social Services Division) was presented to the Board providing information on the Bertrand Court redevelopment strategy.

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

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

At 11:20 a.m. Marty Farough, Manager, Infrastructure & Asset Management and Tafadzwa Mukubvu, Manager, Finance left the meeting.

Provincial Encampment Response Initiative Funding

Report No. 2025CS-03, (Integrated Social Services Division) was presented to the Board providing information related to TBDSSAB's successful application to the Ministry of Municipal Affairs and Housing's Encampment Response Initiative.

Ken Ranta, CEO provided a brief introduction to the report.

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

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

ADJOURNMENT

Resolution No. 25/CS02

Moved by: Greg Johnsen
Seconded by: Jim Moffat

THAT the Board (Closed Session) Meeting No. 04/2025 of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, be adjourned at 11:29 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



DATE: November 26, 2024
TIME: 1:00 p.m.
PLACE: Microsoft Teams &
231 May Street South
3rd Floor Boardroom
Thunder Bay, ON
CHAIR: Albert Aiello

PRESENT:

Albert Aiello
Anne Marie
Bourgeault
Kathleen Lynch
Jim Vezina

OFFICIALS:

Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
Ken Ranta, Chief Executive Officer
Tafadzwa Mukubvu, CPA, CGA, Manager, Finance
Glenda Flank, Recording Secretary

REGRETS:

Brian Hamilton

GUESTS / RESOURCE STAFF:

Richard Jagielowicz, CPA, CA CBV, Principal, Doane Grant Thornton
Ryan Gabreil, CPA, Manager, Doane Grant Thornton

1.0 Call to Order

The Chair called the meeting to order at 1:00 p.m.

2.0 Disclosures of Interest

None.

3.0 Confirmation of Minutes

Minutes of the Audit Committee meeting held on April 4, 2024, were confirmed.

Moved by: Jim Vezina
Seconded by: Kathleen Lynch

THAT the Minutes of the meeting of the Audit Committee held on April 4, 2024, be confirmed.

CARRIED

4.0 Audit Planning

Report to the Audit Committee entitled “Report to the Audit Committee – Audit Strategy” was distributed prior to the meeting.

Richard Jagielowicz, CPA, CA CBV, Principal, Doane Grant Thornton provided an introduction to the “Report to the Audit Committee – Audit Strategy” document, provided information on the impact of broader economic factors noted, reviewed the audit plan and responded to questions.

Ryan Gabriele, CPA, Manager, Doane Grant Thornton provided an overview of the risk assessment and responded to questions.

Richard Jagielowicz, CPA, CA CBV, Principal, Doane Grant Thornton provided an overview of the audit service fees, timing and communications of the audit and responded to questions.

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

5.0 TBDSSAB Internal Controls

Georgina Daniels, FCPA, FCA, Director, Corporate Services Division presented an overview of the objectives and system of internal controls implemented by TBDSSAB and responded to questions.

6.0 New Business

None.

7.0 Adjournment

Moved by: Kasey Etreni
Seconded by: Kathleen Lynch

THAT the meeting of the Audit Committee held on November 26, 2024 be adjourned at 1:58 p.m.

CARRIED



BOARD REPORT

REPORT No.: 2025-09

MEETING DATE: MARCH 20, 2025

SUBJECT: 10-YEAR HOUSING AND HOMELESSNESS PLAN 2014-2024 FINAL UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-09 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the TBDSSAB 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report as presented;

AND THAT the Board authorizes Administration to submit the 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report to the Ministry of Municipal Affairs and Housing as required.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information related to the TBDSSAB 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report.

BACKGROUND

The *Housing Services Act, 2011* required Service Managers to develop a 10-year plan and identify objectives and targets related to housing and homelessness, as well as actions proposed to meet those objectives. The Ministry of Municipal Affairs and Housing (MMAH) mandates that an Annual Progress Report be submitted by June 30th of each year.

COMMENTS

TBDSSAB Administration completes an annual progress report (Attachment #1) to demonstrate the achievements and progress made towards the recommendations over the past year and within the 10-Year Housing and Homelessness Plan as a whole. TBDSSAB is responsible for reporting to the public and to MMAH annually on the progress made towards achieving the goals outlined within the 10-Year Housing and

Homelessness Plan. Additionally, the report will be posted on the TBDSSAB website notifying the public of the progress made.

In 2019, Administration completed a 5-year review and update to the 10-Year Housing and Homelessness Plan (Report No.: 2019-55) and several new goals and objectives were established. The Final Progress Report reflects the completed status of all recommended actions and achievements to date, including those that were removed from the plan.

All the recommendations have now been achieved, amended, or administration researched. Where a recommendation no longer fits with the plan due to changes in the housing and homelessness environment or has been researched and found not to be beneficial, those were not pursued further.

As the current Housing and Homelessness Plan ended at the end of 2024, TBDSSAB has begun the process to create a new Housing and Homelessness Plan in 2025 and are currently awaiting direction from MMAH pertaining to what may be required for inclusion in the new plan.

TBDSSAB has made arrangements to contract with OrgCode Consulting Inc. to develop a homelessness strategy for the District of Thunder Bay. OrgCode Consulting Inc. is an internationally recognized leader in homeless system transformations, leadership development in homeless services, and technical assistance. The strategy developed in consultation with OrgCode Consulting Inc. will form part of TBDSSAB's next Housing and Homelessness Plan.

STRATEGIC PLAN IMPACT

This report supports the previous TBDSSAB Strategic Plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing supports and supports the current TBDSSAB Strategic Plan vision of humanizing human services. The plan supports the success of the people we serve.

FINANCIAL IMPLICATIONS


There are no financial implications related to this report.

CONCLUSION

It is concluded that this report provides the Board with information related to the final status of the TBDSSAB 10-Year Housing and Homelessness Plan and the update can be submitted to MMAH.

REFERENCE MATERIALS

Attachment #1 [Under One Roof: Housing and Homelessness Plan 2014-2024
Final Update](#)

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

UNDER ONE ROOF: HOUSING AND HOMELESSNESS PLAN 2014-2024 FINAL UPDATE

COMPLETED RECOMMENDATIONS

#	RECOMMENDATION - ADVOCACY
1.1	Advocate for an increased share of new and flexible capital funding based on an allocation model that considers northern factors.
1.2	Advocate for the development of a national housing strategy that provides sustained funding for existing and future housing initiatives.
1.3	Advocate for parity in rent scales with the private sector and request an increase to the minimum rent.
1.4	Advocate for the legal ability to retain the disposition restrictions registered on title post mortgage maturity and operating agreement expiry.
1.5	Advocate for changes to the <i>Residential Tenancies Act</i> to enable victims of abuse to remain in their units and to allow for the eviction of the abuser.
1.6	Advocate for increased social assistance shelter rates.
1.7	Lobby the City of Thunder Bay to create a by-law ensuring that all new multi- residential starts include at minimum 20% affordable units.
1.8	Advocate to reclassify social housing properties as exempt from property taxes (provincial exempt properties), which would be paid by the province as a Payment in Lieu.
1.9	Advocate to the Ministry of Children, Community and Social Services to address gaps in the Child Welfare system that lead to youth homelessness.
1.10	Advocate to the Ministry of Health and Long-Term Care and the Ministry of Municipal Affairs and Housing to encourage additional addiction support services.
1.11	Advocate for the continuation of Provincially funded social housing renovation investment programs.
#	RECOMMENDATION – RENT GEARED TO INCOME (RGI) AND RENT SUPPLEMENT
2.1	Work with private landlords to promote the benefits of the rent supplement program.
2.2	Provide direct RGI to individuals and families in private rental buildings who are unable to afford the market cost of the current residence.
2.3	Enforce the RGI to market rent ratio in the Not-for-Profit portfolio.
2.4	Attach rent supplements to new housing initiatives such as those funded under the Investment in Affordable Housing (IAH).
2.5	Develop a multi-year plan including funding requirements for the Private Market Rent Supplement program, Portable Housing Benefit and RGI housing to reach Service Level Standards.
2.6	Expand the number of individuals and families receiving the Portable Housing Benefit (PHB) to achieve the established Service Level Standards for the District of Thunder Bay.
2.7	Expand the number of Private Landlord Rent Supplement units to achieve the established Service Level Standards (SLS) for the District of Thunder Bay.
#	RECOMMENDATION – IMPROVED SUSTAINABILITY OF THE EXISTING HOUSING STOCK
3.1	Facilitate discussions with non-profit housing providers to determine their interest in amalgamating or transferring assets to other providers in the same general vicinity.

3.2	Revise language to suggest that the TBDSSAB work with non- profit providers to support local bulk purchasing opportunities, i.e., through the Lakehead Purchasing Consortium (LPC), OECM, Ministry of Government Services, to achieve the desired outcome of the most effective purchasing processes and related cost avoidance opportunities.
3.3	Work with the Housing Services Corporation and housing providers to develop preventative maintenance plans to be implemented by housing providers and that preventative maintenance plans be mandatory for any provider requesting additional capital or subsidies.
3.4	Obtain a waiver from the Province and CMHC for each project reaching mortgage maturity, indicating the project is no longer subject to the Housing Services Act and the Canada-Ontario Social Housing Agreement and all obligations of the TBDSSAB have ceased the liability for default on any future loans.
3.5	Consider energy efficiency and conservation in all maintenance and retrofitting in TBDSSAB units. Also consider the use of environmentally friendly building materials.
3.6	Work with Housing Services Corporation and Not-for-Profit Housing to develop End of Operating strategy for Social Housing within the District of Thunder Bay.
3.7	Work in partnership with Not-for-Profit social housing providers and the Housing Services Corporation to ensure stable, viable projects at the expiry of Operating Agreements.
3.8	Utilize COCHI and OPHI funding to address the capital repair requirements of the Not-for-Profit Housing Providers.
3.9	Explore opportunities for the development of a Community Land Trust in the District of Thunder Bay.

#	RECOMMENDATION – PARTICIPATE IN SUPPORTIVE HOUSING SOLUTIONS
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4.1	Work with partners responsible for providing support services to ensure the support needs of tenants are addressed.
4.2	Work with the NWLHIN to create an aging in place plan for residents living in social housing funded by TBDSSAB.
4.3	Work to co-locate CCAC client system navigators and/or arrange on-site visits.
4.4	Ensure that any newly built or renovated housing is barrier free and accessible in compliance with the <i>Accessibility for Ontarians with Disabilities Act</i> .
4.5	Maintain partnership with the NWLHIN and co-develop a Housing with Supports and Homelessness Needs Assessment.
4.6	Participate in the development, implementation, and operation of a Coordinated Access System for the support services of individuals and families that require housing with supports.

#	RECOMMENDATION – ADDRESS HOMELESSNESS
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5.1	Conduct a street needs assessment to determine the number of homeless people and the services required to keep the homeless sheltered and safe.
5.2	Evaluate the Homelessness Prevention Programs to ensure that these programs are reducing the incidences of homelessness.
5.3	Continue to fund and administer a homelessness prevention program to replace the cancelled CSUMB.
5.4	Create an Eviction Prevention Policy for TBDSSAB properties.
5.5	Support the development of a designated youth hostel independent of the established emergency hostels.
5.6	Support the exploration of funding options for a designated youth hostel, including engaging the private sector.
5.7	Work with youth outreach programs and ensure that youth are aware of TBDSSAB services.
5.8	Conduct a homelessness count for the District of Thunder Bay.

5.9	Explore funding opportunities to expand the High Needs Homeless and Home for Good systems to assist a greater number of individuals and families experiencing homelessness.
5.10	Explore the expansion of the Transitional Outreach and Support position to conduct SPDAT assessment for ODSP recipients and non-social assistance recipients.
5.11	Continue to expand the High Needs Homeless/Housing First System.
5.12	Explore opportunities to establish research partnerships to determine causes of migratory and transient homelessness to inform the development of adequate social policy intervention.
#	RECOMMENDATION – IMPROVED CLIENT SERVICES
6.1	Assist individuals who lack identification to access housing.
6.2	Develop a new tenant handbook that explains tenant rights and obligations, how to maintain housing, and other useful information.
6.4	Develop partnerships with community organizations, including First Nations organizations, to establish satellite services at TBDSSAB housing projects.
6.3	Consider having TBDSSAB staff perform RGI rent calculations for housing providers under administration by the TBDSSAB.
6.5	Revisit referral agreements and procedures with Beendigen and Faye Peterson Transition House to allow for a smooth transition from emergency shelter to housing for victims of domestic violence.
6.6	Explore options for the expansion of the TBDSSAB Tenant Support Worker (TSW) team.



BOARD REPORT

REPORT No.: 2025-10

MEETING DATE: MARCH 20, 2025

SUBJECT: 10-YEAR HOUSING AND HOMELESSNESS PLAN - HOUSING TARGETS FINAL UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-10 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve and adopt the 10-Year Housing and Homelessness Plan – Revised Housing Targets Final Update as presented;

AND THAT any further Housing Targets provided by Administration be included in future Housing and Homelessness Plan updates.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with updated information relative to the 10-year community and affordable housing targets based on the methodology adopted in 2015.

BACKGROUND

The *Housing Services Act, 2011* required Service Managers to develop a plan and identify objectives and targets related to housing and homelessness, as well as actions proposed to meet those objectives. At the July 24, 2014, Board meeting, the Board approved the adoption of the TBDSSAB 10-Year Housing and Homelessness Plan (Resolution No. 14/71) and this plan was completed as of December 2024.

At the March 26, 2015 Board meeting, the Board approved the establishment of housing targets that would inform direction and strategy in addressing community and affordable housing needs in communities throughout the District of Thunder Bay for the next 10 years (Resolution No. 15/44). These housing targets are determined using a methodology that incorporates current housing stock, current waitlists, average annual move-ins, demographic factors, and other relevant data.

Revised targets were first updated and presented to the Board at the March 24, 2016 Board meeting (Report No. 2016/12), at the March 23, 2017 Board meeting (Report No. 2017/23) then at the April 19, 2018 Board meeting (Report No. 2018/25) and most recently at the March 21, 2019 Board Meeting (Report No. 2019-16). The purpose of updating the targets on an annual basis was to determine trends and direction and to ensure that decisions made with respect to housing stock followed a data-driven process, with updates coming on a 3-year basis. March 17, 2022 was the final update provided to the TBDSSAB Board.

COMMENTS

Since 2015, TBDSSAB has utilized the housing targets to assist in decisions related to investment in new community and affordable housing units, and the use of federal and provincial funding opportunities.

As the current formula for projected need is based on applications on the centralized housing waitlist, only communities with current community/social housing stock have been included in this projection. This includes TBDSSAB owned, non-profit, and rent supplement units. Often, affordable housing options may not require a waitlist for application, as many are not offered as rent geared to income. However, TBDSSAB Administration will explore the inclusion of other variables, such as core housing need, in future reports to capture housing projections across the entire District. It is also important to note that private or municipal housing development aimed at market rent tenants would not factor into these projections.

While the trends used for housing projection over the past few years have generally remained stable, one variable of note is the overall increase in the projected need, which correlates to the housing waitlist. In December 2022, we had 1,068 on the general waitlist with the figure increasing by 12% to 1,204 in Dec 2024. The addition of TBDSSAB's Rent Supplement (RS) and Portable Housing Benefit (PHB) programs that provide subsidies for eligible applicants to access housing in the private market help ease pressures on the waitlist. These trends are factored in the projected waitlist. For example, in December 2024, 306 people across the District were in receipt of Rent Supplement, and 337 people were in receipt of a Portable Housing Benefit, assisting a total of 643 people to live in market units affordably.

In addition to our data, Canada Mortgage and Housing Corporation's (CMHC) 2024 Rental Market Report for Thunder Bay shows a reduction in vacancy rates for 1-bedroom apartments - the average vacancy rate as of October '24 was 3.3%. This shows a 13% decrease from the previous year (2023) that recorded a vacancy rate of 3.8%. CMHC's data corresponds to the growing preference for 1-bedroom apartments among majority of applicants (~72%) on the community housing waitlist.

As a result of these factors among others¹, demand for community housing is high, and even greater for affordable housing. As shown in the waitlist increase since 2022, there is a need for additional community and affordable housing to meet the growing demands. However, TBDSSAB does not have the capacity to address all housing needs in the community, as private investment, municipalities, community groups and others all have a role to play.

It is worth noting that there are additional variables beyond the housing targets calculation that should be factored into future discussions surrounding housing decisions. These include the scope of responsibility of TBDSSAB and partner agencies, Federal and Provincial funding initiatives, changing demographics, employment relocation trends across communities, private landlord influences and others. Targets set, and actuals realized by TBDSSAB are subject to these influences. TBDSSAB is not able to address all housing needs in the different communities but does play an important role along the housing continuum.

For instance, the projected need for community and affordable housing is not uniform throughout the district. There are some communities that will experience pressures for more (beyond current projections) affordable housing in the coming years (for example, Oliver Paipooonge, Marathon, Nipigon, and Schreiber). While others will see a reduced demand. Greenstone may also see an increase in demand, at least in the short term, with the construction of a new mine near the community underway. Based on trends from past data, we anticipate that the future demand will continue to be targeted at 1-bedroom units, with a reduced need for 2+ bedroom homes.

With that said, from the inputs and calculations prepared for this report, it is anticipated that by 2034, TBDSSAB would require 323 additional units than current to maintain a waitlist of 25% of current stock. Based on our updated forecast, we recommend continued investments in single units as there is a growing demand and preference among applicants. Additionally, the relatively modest and declining (actual and projected) demand for larger family-style homes (4-bedrooms and larger) provides for an opportunity to divest some of these resources and reinvest in establishing single units. This has occurred over the past few years with several family-style homes sold in the City of Thunder Bay.

STRATEGIC PLAN IMPACT

This report supports the previous TBDSSAB Strategic Plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing support and supports the current TBDSSAB Strategic Plan vision of humanizing human services. The program supports the success of the people we serve.

¹ Using data from the 2016 Statistics Canada Income Survey, CMHC's Core Housing Need Statistics shows that 6,200 households in the Thunder Bay Census Metropolitan Area have core housing needs. Of this figure, 9.1% are experiencing severe needs and live below 'Affordability Standards'.

FINANCIAL IMPLICATIONS



There is no immediate financial implication for TBDSSAB with the update of housing targets, though plans for the sale of current units and the development and/or construction of new units would involve financial implications at that time.

CONCLUSION

It is concluded that the updated housing targets as presented shows significant change in trends from the 2022 targets. These changes are influenced by the growth of the waitlist over the last few years and how it influences the projected number of units needed to maintain 25% of the housing stock. We recommend that these targets continue to be used to inform direction and strategy in addressing social and affordable housing need.

REFERENCE MATERIALS

Attachment #1 [Social and Affordable Housing Targets Housing Projections – March 2025 Update](#)

PREPARED BY:	Tomi Akinyede, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

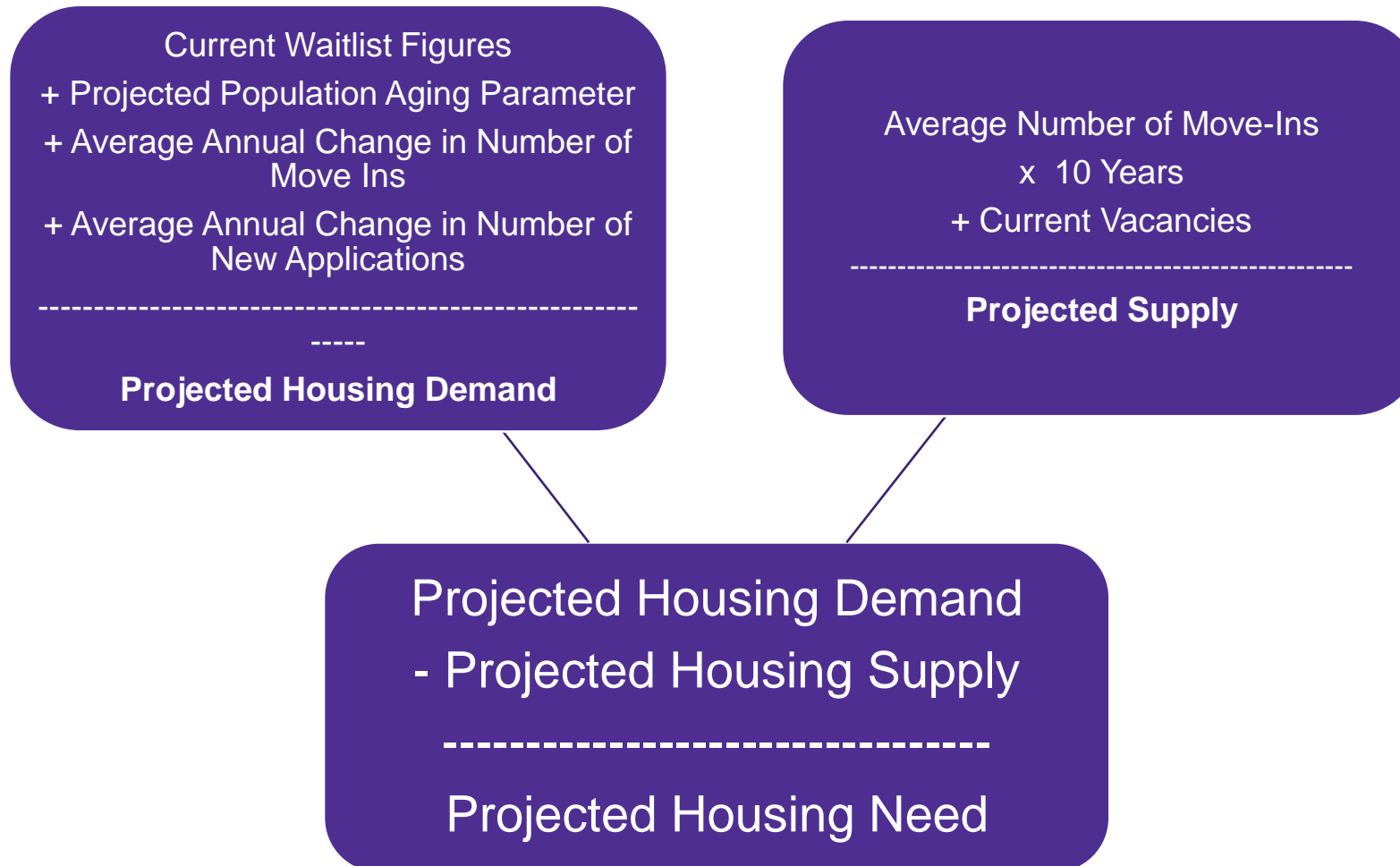
Social and Affordable Housing Targets

Housing Projections Update
March 2025



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

Social Housing Development Target Formula



Projected Housing Demand

Applicants in Housing Stress
+ Projected Population Aging
Parameter
+ Projected 5-year allocation to
applicants in housing stress
+ projected 5-year variation in
housing stress

Projected Housing Demand

Variable	Measure
Applicants in Housing Stress	Waitlist Information (December 31 st , 2024)
Population Aging*	Population under 65 is projected to decrease 0.4% each year for the next 10 years. Population 65+ is projected to increase 1.6% each year for the next 10 years
Projected 5-year allocation to applicants in housing stress	Based on 10-year average annual move-ins
Variation in Housing Stress	Based on 10-year average annual new applications



Projected Supply

Projected 5-Year Re-lets
x Number of Years for the
Projection
+ Current Vacancies

Projected Supply

Variable	Measure
Projected Re-Lets	Based on 10-year average annual move ins
Number of Years for the Projection	10 years (span of Housing and Homelessness Plan)
Current Vacancies	All vacant units (excluding those which are for sale or uninhabitable) as of December 31 st , 2024.



Needs Calculation

Projected Housing Demand
- Projected Housing Supply

Projected Housing Need

- This updated needs calculation gives us the projected waitlist total for 2034.
- From this number, we can estimate the number of units we need, to have our waitlist at a desirable number
- For a healthy social housing system, we need to maintain a waitlist to ensure our units will be full. We estimate that the waitlist should be 25% of our actual stock.



Projected Unit Needs to 2034

December 31, 2024, waitlist at 1,204

Municipality	Projected Waitlist	Projected Waitlist as a Percentage of Current Stock	Projected Number of Additional Units Required (10-year target)
District of Thunder Bay	1050	29%	323
Oliver Paipoonge	14	34%	6
Greenstone	34	27%	9
Manitouwadge	24	32%	9
Marathon	43	46%	25
Nipigon	23	50%	14
Red Rock	3	21%	0
Schreiber	4	16%	-1
City of Thunder Bay	905	28%	261

** Projected number of units needed accounts for having a waitlist of 25 per cent of current stock to ensure all units are occupied



City of Thunder Bay

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	652	96%	516
Families	140	11%	-115
Senior	114	9%	-140
1 Bdrm	723	36%	325
2 bdrm	121	25%	23
3 bdrm	11	2%	-121
4+ bdrm	50	-64%	34



Oliver Paipoonge

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	6	0%	6
Families	4	0%	4
Senior	3	6%	-4
1 Bdrm	9	36%	5
2 bdrm	2	13%	-1
3 bdrm	2	0%	2
4+ bdrm	0	0%	0



Greenstone – Geraldton and Longlac

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	22	184%	20
Families	8	14%	-4
Senior	3	6%	-7
1 Bdrm	24	54%	12
2 bdrm	6	72%	4
3 bdrm	1	5%	-10
4+ bdrm	3	0%	3



Manitouwadge

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	19	133%	16
Families	2	5%	-7
Senior	3	22%	0
1 Bdrm	21	79%	15
2 bdrm	2	7%	-4
3 bdrm	1	6%	-3
4+ bdrm	0	0%	1



Marathon

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	27	133%	23
Families	12	21%	1
Senior	4	0%	1
1 Bdrm	31	96%	24
2 bdrm	6	13%	-3
3 bdrm	1	9%	-1
4+ bdrm	5	0%	5



Nipigon

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	15	91%	11
Families	9	105%	8
Senior	-1	-7%	-5
1 Bdrm	14	38%	7
2 bdrm	3	0%	3
3 bdrm	2	41%	1
4+ bdrm	4	94%	3



Red Rock

Unit Type	Projected Waitlist 2034	Projected Waitlist as a Percentage of Current Stock 2034	Projected Number of Additional Units Required in 2034**
Single	2	0%	2
Families	1	0%	0
Senior	0	-10%	-2
1 Bdrm	2	16%	1
2 bdrm	1	8%	-1*
3 bdrm	0	0%	0
4+ bdrm	0	0%	0



Schreiber

Unit Type	Projected Waitlist 2032	Projected Waitlist as a Percentage of Current Stock 2032	Projected Number of Additional Units Required in 2032**
Single	3	0%	3
Families	1	0%	1
Senior	-1	5%	-5
1 Bdrm	3	17%	-2
2 bdrm	1	0%	1
3 bdrm	0	0%	0
4+ bdrm	0	-2%	0





BOARD REPORT

REPORT No.: 2025-11

MEETING DATE: MARCH 20, 2025

SUBJECT: ENVIRONMENTAL STEWARDSHIP INITIATIVES

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on initiatives undertaken in 2024 to enhance environmental stewardship across the organization, in keeping with the objective of being an environmentally friendly organization.

BACKGROUND

At the January 23, 2014 meeting, the Board requested that a report outlining the various green energy initiatives undertaken by Administration and potential energy savings be presented annually, which has been provided since that date.

Since that time, and with a view to expanding the scope of environmental stewardship to all areas of the organization, TBDSSAB has continued to view various operational items through that environmental stewardship lens.

COMMENTS

Current and On-going Initiatives

Housing Portfolio Energy Management

Significant energy-related projects have been implemented through the annual TBDSSAB approved Capital Budgets, as well as through 100% funded initiatives over the years.

In addition, energy-efficient products replaced high-energy-usage products to reduce consumption. Several of these projects were supported through energy savings incentive

programs provided by Synergy North, Hydro One, Independent Electricity System Operator (IESO), and Enbridge.

Through the Capital Budget, projects that are anticipated to have a positive environmental stewardship impact are identified as Green projects. Attachment #1 outlines the list of completed capital projects with a specific positive environmental impact.

The most significant projects in 2024 included:

1. The replacement of domestic hot water tanks to improve energy efficiency at Wardrope Court, Elizabeth Court, and Cumberland Court;
2. The installation of new LED lighting throughout the common areas at Badanai Court to improve energy efficiency; and
3. The supply and installation of new fridges. This will reduce the energy used by the previous appliances.

In early 2024, Administration engaged with Enbridge and the Independent Electricity System Operator (IESO) through their Home Winterproofing (HWP) and Save on Energy Affordability Program (EAP). The program provided no cost, (to TBDSSAB) energy efficiency measures for the direct-owned housing portfolio, specifically, attic insulation, draft proofing, and appliance replacement. The program included an initial audit of each unit, and a determination of the available upgrades that would be eligible. At year end, the program was still in progress with various units having received replacement fridges, and attic insulation and / or weatherstripping installed.

From the installation of more energy-efficient products through these initiatives, additional cost avoidance of operating costs are expected over the useful life span due to lower consumption, maintenance, and repair costs.

Paper Reduction Initiative

Significant efforts have been undertaken over the past five years across the organization to reduce the amount of paper produced, printed, and distributed.

The following processes continued in 2024 which continues to support this initiative:

- Continued digitizing applications for Housing Security Funds;
- Continued marketing of the Ontario Works (OW) My Benefit application for two-way communication between the client and the caseworker by establishing plans to reduce the required paper intake for these programs;
- Continued Instructions to OW clients to scan and email documents;
- Continued focus on paperless processes for those OW clients who are active in My Benefits; increasing from 1,091 benefit units at the end of 2023 to 1,305 benefit units at the end of 2024. As a result, they have stopped receiving the following paper documents by mail if their preference is to go paperless:
 - statement of assistance;
 - reporting forms;
 - cheque inserts;

- Continued electronic formats for human resources recruitment files;
- Continued web-based and e-recruiting formats;
- Continued paperless processes for childcare files;
- Continued uploading of all childcare fee subsidy documentation in the Child Care Management System (OCCMS); and
- Continued operation of the electronic / on-line format for Community Housing applications.

TBDSSAB paper purchases have been steadily declining since the start of these initiatives approximately five years ago. In 2024, actual paper purchased was reduced by 34,000 pieces to 660,000. The overall spending on paper decreased by \$347 from \$7,313 in 2023 to \$6,966 in 2024 because of this reduction in purchased paper.

Community Gardens

Tenant inclusion efforts continue to be supported by TBDSSAB Tenant Support Workers, through the organic community gardens. These projects continue to help deliver the TBDSSAB goal of being an environmentally friendly organization. Involving tenants in community gardens, and producing some of their own food, instills the value of working with the earth and protecting the environment while supporting food security efforts.

Throughout the housing portfolio, eight large community gardens and many flower gardens have continued to be maintained with the support of tenants and the Housing Operations team. The larger garden sites were equipped with compost bins and rain barrels to support sustainability efforts.

Neighborhood Cleaning and Recycling

Annual tenant community cleaning efforts have continued to take place in many TBDSSAB neighborhoods involving tenants to help beautify and clean their homes and outdoor areas. Families and individuals are engaged in this process, encouraging the involvement of the children to have them understand the importance of 'pitching in' to keep their community green.

Additionally, recycling programs were previously established and continue to be maintained at many of TBDSSAB's apartment-style buildings, accounting for around 70% of the housing portfolio's units, with education and support provided to encourage involvement.

Information Services Equipment Consolidation

In June of 2019, Information Services (IS) began an initiative to consolidate network and server equipment. This involved using hybrid server and storage systems vs. separate devices for each function, improving server processing capacity allowing TBDSSAB to reduce the number of physical servers by two, while maintaining the same functionality and processing power.

Another initiative was the move from Microsoft Exchange on Premise to Microsoft Exchange Online. Prior to this, TBDSSAB email was hosted onsite, using six virtual

servers. Although virtual servers do not use as much power as physical servers, each virtual server takes processing power to run, thus using electricity. By moving TBDSSAB email to Microsoft Online, the number of virtual servers was reduced by five, from seven to two.

The benefit of these projects continues, as energy consumption continues at reduced levels. Cost avoidance is expected to continue based on the reduced number of servers. In Q3 2023, IS upgraded the core networking infrastructure from chassis style network switches to smaller form factor, more robust switches, reducing the power and energy consumption. In addition, the user access network switches were upgraded to more efficient ones.

The positive impact of server room energy usage resulting from these initiatives continued in 2024, with continued lower average monthly energy usage at 5,209 Kw/h vs. 5,683 kW/h prior to the implementation of these initiatives.

Accounts Payable Process Modernization

In 2022, Administration developed and implemented processes to make the accounts payable function virtually paperless. This enhancement continues to save approximately 15,000-20,000 sheets of paper (part of the Paper Reduction Initiative noted above) from being printed each year, and 10 archive boxes from being stored off-site, as well as the time required to maintain the paper-based process.

Purchasing Policy

Since 2014, the Purchasing Policy CS-03:1 has included Environmental Stewardship to allow for the expanded use of durable products, reusable products, and products (including those used in services) that contain the maximum level of post-consumer waste and/or recyclable content.

Specifications provided for various capital projects include language to ensure proper disposal of all removed equipment as per environmental guidelines.

Single Use Plastics

The Federal government announced its plan to reduce single-use plastics and related plastic waste target to zero by 2030 and reduce greenhouse gas emissions. In that regard, and in accordance with the Regulations, since December 20, 2022, the manufacture and import for sale in Canada of checkout bags, cutlery, foodservice ware, stir sticks and straws (i.e., straight straws), as defined in the Regulations, are prohibited.

Administration had previously established internal practices to reduce the use of single use plastics, including eliminating the purchase of bottled water and plastic dishes and cutlery. Human Resources had moved towards biodegradable items for all staff events where possible. All these practices continued in 2024.

Coffee Pod and Pen Recycling

In 2023, TBDSSAB implemented an in-office recycling program for coffee pods, pens, pencils and markers. Recycling boxes were placed throughout the Headquarters Office Building. Once boxes are filled, they are shipped to a recycling facility and a certificate is issued to confirm proper disposal and record the weight. In 2024, 50.85 lbs of coffee pods were diverted from the landfill, an increase of 40.27 lbs in the first full year of operation.

E-Waste Recycling

In 2022, TBDSSAB implemented an electronic waste collection at its Headquarters Office Building. This waste is collected in bins throughout the office and sent for recycling under the Electronic Products Recycling Association (EPRA) program and in compliance with all laws and regulations and with Responsible Recycling (R2) standards. Reports are provided for each pickup and a certificate of the amount diverted from the landfill is provided and tracked. In 2024, TBDSSAB recycled 1,332 kg or 2,937 lbs. (2023: 252 kg or 556 lbs.) of E-Waste.

Scrap metal Recycling

In 2024, one of the fleet vehicles that had reached end of life was sent to be recycled. As a result, 3,600 lbs. of scrap metal was diverted from the landfill.

Environmental Stewardship Plan

The Province of Ontario's *Preserving and Protecting our Environment for Future Generations – A Made in Ontario Environment Plan*, includes various strategies related to reducing waste that goes to landfills, protecting the air, natural spaces and species, addressing climate change, holding polluters accountable, and supporting infrastructure development while ensuring environmental protection.

In 2021, the Administration developed a Cascaded Environmental Plan for TBDSSAB, using the Provincial plan as a framework, and incorporating the concepts as they apply to TBDSSAB. Similar to the Provincial plan, this is a developing project to further align TBDSSAB activities to enhance its environmental stewardship.

Technical Services Officer - Environmental Sustainability

As a result of the Board's approval of the Environmental Sustainability Strategy, and through the Board's approval, in fall 2024, of the 2025 Operating Budget, Administration can move forward with the inclusion of 1.0 FTE position to support the development and implementation of its strategy. The major responsibilities of this role will include providing technical advice and support for environmental sustainability initiatives, developing and implementing tools, templates and guidelines to coordinate efforts of the environmental sustainability program. This position will also research and track environmental sustainability developments and trends, including but not limited to, leading practices, benchmarks, emerging and innovative technology, new regulations, policies, and programs in other jurisdictions to inform continued development of the environmental sustainability strategy.

STRATEGIC PLAN IMPACT

The Practical Vision of the 2013-2016 Strategic Plan included Green Environmentally Friendly Housing within the Optimized Housing strategy, which has been further expanded to focus on environmental stewardship across the organization.

In addition, the focus on continuous improvement of our environmental stewardship practices aligns with the 2024 – 2027 Strategic Plan relative to Fostering Innovation and Progress.

FINANCIAL IMPLICATIONS

Capital Costs – Housing Portfolio

The capital projects included within the Housing Portfolio are included in the Board approved Capital Budget which is financed from the Housing Portfolio Capital Reserve Fund, as well as opportunities through 100% funded capital programs. In 2024, the cost of the completed projects totaled \$118,102 of which \$28,314 was funded through various externally funded capital programs and \$89,788 funded through the Reserve Fund.

Operating Costs

The priority for green, environmentally sustainable practices is to reduce TBDSSAB's environmental footprint, with a secondary impact of cost avoidance on various operating expenses.

For example:

- Capital projects' priority is to enhance the efficiency and effectiveness of utility usage across the housing portfolio by reducing energy waste and thereby positively impacting utility costs. Utility costs remain one of the largest operating expenses TBDSSAB incurs within its housing portfolio. Natural gas and electricity amounted to \$2,421,400 in 2024 (2023: \$2,397,200), which accounts for approximately 13% of the operating costs of the housing portfolio. Although utility costs are not totally controllable, further analysis of electricity costs and usage confirms the cost avoidance initiatives worked in 2024 (71% of utility costs relate to electricity). From 2023 to 2024, the average unit cost of electricity increased 18%, yet the total cost increased only 3%. Review of the average normal monthly usage confirmed decreased usage from 2023 to 2024.

It is anticipated that the green, environmentally friendly initiatives will continue to support cost avoidance by controlling the rise of utility consumption (by reducing energy waste) as unit commodity costs for utilities continue to rise.

Operating cost impacts are and will be factored into and included in annual operating budgets.

CONCLUSION

It is concluded that TBDSSAB continues to focus on the strategic direction of providing green, environmentally friendly housing.

It is also concluded that other opportunities to engage in initiatives have been taken and will continue to be investigated and further developed relative to environmental stewardship across the organization.

REFERENCE MATERIALS

Attachment #1 [2024 Environmental Stewardship Initiatives - List of Completed Capital Projects](#)

PREPARED BY:	Jennifer Lible, Manager, Social Assistance Programs Dianne Lampi, Manager, Housing Operations Michael Shafirka, Manager, Information Services Tafadzwa Mukubvu, Manager, Finance Dave Stewart, Supervisor, Purchasing and Inventory Control Michelle Wojciechowski, Manager, Intake and Eligibility Marty Farough, Manager, Infrastructure and Asset Management
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division Georgina Daniels, FCPA, FCA, Director, Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

**The District of Thunder Bay Social Services Administration Board
2024 Environmental Stewardship Initiatives - List of Completed Capital Projects**

#	Project Name	Description	Actual Project Cost (\$)
1	Wardrope Court	Domestic Hot Water: Replace hot water tank. The other tank was replaced last year as part of the phased upgrades scheduled for this building.	11,932
2	Elizabeth Court	Domestic Hot Water. Installed recirculation pumps to increase flow of hot water to reduce heat loss as the water travels throughout the building.	14,803
3	Badanai Manor	LED lighting: Upgrade common area lighting and parking lot plug-ins. Replacement of lighting to LED lighting to improve energy efficiency.	51,898
4	Spence Court	Energy Efficient Appliances: Replacement of older appliances to energy efficient fridges and stoves at Spence Court.	15,747
5	Cumberland Court	Domestic Hot Water. The new domestic water heating system will achieve improved energy efficiency and reliability.	17,177
6	Limbrick Place	Exterior Doors: Doors were installed to increase the insulated value and reduce heat loss in the units.	6,545
2024 Totals			118,102



Memorandum

Date: March 6, 2025
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **19th Annual Shareholders Appointment of Proxy**

In accordance with the Thunder Bay District Housing Corporation (TBDHC) By-Law No. 01-2014, Section 7.14, each share of the Corporation entitles the holder thereof to one vote at a meeting of shareholders. The sole shareholder (The District of Thunder Bay Social Services Administration Board) of the Corporation shall vote by proxy appointed by resolution of its own Board of Directors.

Therefore, the TBDSSAB Board will need to appoint a member as its proxy for the April 17, 2025 TBDHC Shareholder's meeting to vote on behalf of TBDSSAB. Administration is recommending that the Board appoint the Chair as the proxy.

The following resolution is presented with Administration's recommendation to appoint a proxy:

"THAT with respect to the Thunder Bay District Housing Corporation Nineteenth Annual Shareholder's Meeting, to be held on April 17, 2025 at The District of Thunder Bay Social Services Headquarters, we The District of Thunder Bay Social Services Administration Board appoint the Board Chair to be the designated Proxy or failing Chair's availability, the Board Vice-Chair."

Sincerely,

Ken Ranta
Chief Executive Officer

/gf



March 6, 2025

SENT VIA E-MAIL: Board.Chair@tbdssab.ca

**Mr. Jim Vezina,
Board Chair Thunder Bay DSSAB
231 May Street South
Tunder Bay ON P7E 1B5
Dear Mr Hamilton**

RE: 2025 NOSDA Membership & Executive

The Northern Ontario Service Deliverers Association is holding its 2025 Annual General Meeting at the Delta Waterfront Hotel in Sault Ste Marie June 3-5, 2025.

In accordance with the by-law section 4.01 each DSSAB and the City of Greater Sudbury “shall be entitled to appoint two (2) individuals to serve as Members of the Corporation, one of whom shall be the chair of such DSSAB or its Member-Designate, and one of whom shall be a municipal councillor or an elected official from a territory without municipal organization sitting as a member of a DSSAB”.

Also section 4.02 of the by-law states “each member shall serve for a term equivalent to their term of office as a member of the DSSAB that such Member serves. A Member shall cease automatically to be a Member upon the expiry or termination of their term as a member of the DSSAB that such Member serves”.

Selection of NOSDA Members

We would ask the Chair and the DSSAB Board to select their (2) two individuals to serve as members of NOSDA.

NOSDA: The Authoritative Voice for Human Services in Northern Ontario

Nominations for NOSDA Executive

In addition, this year all three executive members being the Chair and (2) two Vice-Chairs are up for election. This means that one or both of the individuals selected to serve as members of NOSDA from the Thunder Bay DSSAB nominate themselves or be nominated for the position of Chair or Vice Chair of NOSDA.

Please see attached NOSDA Member Selection Form and Executive Nomination Form.

If you have any questions or require further clarification, please contact Fern Dominelli, NOSDA Executive Director at 705-665-2944 or fern.dominelli@nosda.net.

Sincerely,



NOSDA Executive Director

c.c. Ken Ranta , CEO ken.ranta@tbdssab.ca



2025 NOSDA Member Selection

The _____ selects the following (2) two individuals to serve as members of NOSDA.

Member # 1

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Member # 2

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Authorized by: _____

DSSAB Board Chair: _____
Print Name Signature

Date: _____

Please return to Fern Dominelli, NOSDA Executive Director 705-665-2944

Email to: fern.dominelli@nosda.net



2025 NOSDA Executive Nomination

I, _____ nominate _____

a NOSDA member in good standing for the position of

NOSDA Chair

NOSDA Vice-Chair

Nomination

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Nominated by: _____

Nominated by

Signature

Date: _____

Please return to Fern Dominelli, NOSDA Executive Director 705-665-2944

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