



# Memorandum

**Date:** December 5, 2021  
**To:** Members of the Board  
**From:** William (Bill) Bradica, Chief Administrative Officer  
**Subject:** **Nominations Process for 2022 Board Executive, Committees & Tables**

In accordance with the Governance and Procedural By-law Section 4(1), paragraphs (i) through (v) and Policy No. BRD-01:62 Board Committees, appointment of the Chair, Vice Chair and appointments to Board Committees are made at the Inaugural Meeting.

Administration is proposing that due to gathering restrictions that are necessary because of the COVID-19 pandemic, nominations for these positions be made at the December 16, 2021 meeting so that voting by secret ballot could be conducted using a confidential electronic survey. This would ensure that Board members attending the Inaugural 2022 meeting virtually can vote. The survey would include voting for any position that requires a ballot (for those positions where there is only one nominee, a ballot would not be required). The survey would be circulated electronically to Board members during the first week of January 2022 with a return date prior to the Inaugural 2022 Board meeting. Ballots will then be tabulated by the scrutineers and the results presented at the January 13, 2022 Board meeting. The appointment of Board members to the various positions would be done by Resolution at that meeting. Because the appointments would be done after January 1<sup>st</sup>, they would be in compliance with the Governance & Procedural By-law and the District Social Services Administration Board Act.

In order for all Board members to be considered for nomination, I will call for nominations at the December meeting as the Board Secretary.

William Bradica, Secretary, will call for nominations for the position of Chair of TBDSSAB for the term ending December 31, 2022 in accordance with O. Reg. 278/98 under the *District Social Services Administration Board Act*.

William Bradica, Secretary, will call for nominations for the position of Vice-Chair of TBDSSAB for the term ending on December 31, 2022 as per the TBDSSAB Governance & Procedural By-law.



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

William Bradica, Secretary, will call for nominations for the five (5) Audit Committee positions for the term ending on December 31, 2022 as per the TBDSSAB Governance & Procedural By-law.

William Bradica, Secretary, will call for nominations for the two (2) Child Care and Early Years Advisory Table Advisory Table positions.

William Bradica, Secretary, will call for nominations for the two (2) Community Homelessness Prevention Initiative Advisory Table positions.

The Following Resolution will be presented for the Board's consideration at the December 16, 2021 Board meeting:

THAT with respect to the nomination process for Board executive, Committee and Table positions, the Board directs the Chief Administrative Office as Secretary to prepare a secret electronic ballot for any Board positions for the 2022 year that require to be voted on;

AND THAT the electronic ballot be circulated to Board members after January 1, 2022 with a return date prior to the January Board meeting date;

AND THAT we appoint Georgina Daniels, Director Corporate Services and Ken Ranta, Director Integrated Social Services as scrutineers to count the electronic ballots;

AND THAT in the case where a tie vote results, we direct the Secretary to prepare and circulate electronically to Board members a confidential secret ballot in that case;

AND THAT the results of each required election be presented to the Board at the 2022 Inaugural Board meeting.

Sincerely,

William (Bill) Bradica  
Chief Administrative Officer

/gf

Attachment #1 [Board Committee Policy](#)  
#2 [Terms of Reference – Audit Committee](#)  
#3 [Terms of Reference – CHPI Advisory Table](#)  
#4 [Terms of Reference – CCEY Advisory Table](#)

<b>POLICY</b>	SECTION <b>BOARD - GENERAL</b>
	SUBJECT <b>BOARD COMMITTEES</b>

**AUTHORITY**

By-law No. 01-2017 Governance & Procedural By-law

TBDSSAB Resolution No. 14/110.

TBDSSAB Resolution No. 17/18

**INTENT OF POLICY**

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

- Audit Committee

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

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

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

**RELATED POLICIES**

BRD-01:78 Terms of Reference – Audit Committee

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATE(S): 2012Dec10 (Housekeeping – Policy #); 2014Nov27, 2017Feb23(remove ref to exec and prg ctee)

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<b>POLICY</b>	SECTION <b>BOARD - GENERAL</b>
	SUBJECT <b>TERMS OF REFERENCE AUDIT COMMITTEE</b>

**AUTHORITY**

Governance and Procedural By-law 01-2017

TBDSSAB Resolution No. 12/95

TBDSSAB Resolution No. 17/18

**INTENT OF POLICY**

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

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

**POLICY**

**MEMBERSHIP/ STRUCTURE**

- The Audit Committee shall be comprised of five (5) Board members at large.

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

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

**FREQUENCY OF MEETINGS**

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

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

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

## 2.0 ANNUAL FINANCIAL STATEMENTS

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

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATES(S):

Housekeeping: 2012Dec10(Policy#);2013Jan11(Membership Clarified);  
2015Jan11 (Policy# & Format), 2017Feb23 (remove Sec/Tres)

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

3.0 AUDIT RESULTS

- 3.1 Review the report of the external auditors on the annual financial statements.
- 3.2 Review the external auditor’s post-audit or management letter which may document weaknesses in the accounting system or in the internal control systems; and which contain recommendations of the external audit, and management’s response and subsequent follow-up to any identified weakness.
- 3.3 Meet privately with the external auditors (without the presence of Staff) with regard to the adequacy of the internal accounting controls and similar matters, and review Staff responses to ascertain whether there are concerns that should be brought to the Committee’s attention.
- 3.4 Review any issues identified by the external auditor in performing the audit, including any restrictions imposed by Staff or significant accounting issues on which there was a disagreement with Staff, or situations where Staff sought a second opinion on a significant accounting issue.
- 3.5 Meet privately with Staff to determine whether the external audit was performed in a professional manner, in accordance with the audit engagement letter and any other contractual agreement in place for these services, and to receive Administration’s recommendation regarding the appointment or re-appointment of external auditors.

**Related Policies**

BRD-01:86 Board Committees

The District of Thunder Bay Social Services Administration Board

**TBDSSAB #BRD-01:97**

<b>POLICY</b>	SECTION <b>BOARD – GENERAL</b>
	SUBJECT <b>TERMS OF REFERENCE CHPI ADVISORY TABLE</b>

**AUTHORITY**

TBDSSAB Resolution No. 17/46.

**INTENT OF POLICY**

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

The Board Governance and Procedure By-law (Section 34) states that an Advisory Table may be established by the Board to examine, develop, administer, implement, report upon and recommend initiatives and programs of the TBDSSAB within the jurisdiction of the Board.

**POLICY**

**MEMBERSHIP / STRUCTURE**

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

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

The Table shall have a maximum membership of 13 people and a minimum of seven people. Meeting quorum shall be 50% + 1 of the appointed membership. The Table will be chaired by the Director – Integrated Social Services Division.

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

REVISION DATE(S): (Hskpg – 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg – 2020Dec14)

SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE CHPI ADVISORY TABLE</b>
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Notice of nominations for the Stakeholder positions will be distributed broadly. Nominations will be reviewed and selected by the Table Chair in consultation with the Manager, Housing Programs and any Board members chosen to sit on the Table.

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

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

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

### FREQUENCY OF MEETINGS

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

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

### MANDATE OF THE COMMITTEE

#### **Knowledge**

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

#### **Risk Management**

- The Table may be advised of any significant problems arising out of the management of the CHPI program administered by TBDSSAB and delivered by external organizations.



SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE CHPI ADVISORY TABLE</b>
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### Proposals

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

### Advocacy

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

### Research and Development

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

### REMUNERATION

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

### CONFLICT OF INTEREST

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

<p>SECTION</p> <p><b>BOARD - GENERAL</b></p>	<p>SUBJECT</p> <p><b>TERMS OF REFERENCE CHPI ADVISORY TABLE</b></p>
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CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

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

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

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

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

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

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

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

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

**RELATED POLICIES AND PROCEDURES**

By-law Number 01-2017 TBDSSAB Governance and Procedural By-law

POL BRD-01:82 Remuneration for Board Members

POL CS-02:85 Travel and Business Expense

<b>POLICY</b>	SECTION <b>BOARD – GENERAL</b>
	SUBJECT <b>TERMS OF REFERENCE CCEY ADVISORY TABLE</b>

**AUTHORITY**

TBDSSAB Resolution No. 18/39.

**INTENT OF POLICY**

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

Section 34 of the Governance and Procedure By-law states that an Advisory Table may be established by the Board to examine, develop, administer, report upon recommended initiatives and programs of the TBDSSAB within the jurisdiction of the Board.

**POLICY**

**MEMBERSHIP / STRUCTURE**

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

The Table shall be comprised of the following membership:

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

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

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15,2017**

REVISION DATE(S)(Hskpg 2020Dec14)

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SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE CCEY ADVISORY TABLE</b>
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Meeting quorum shall be 50% + 1 of the appointed membership.

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

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

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

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

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

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

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

### FREQUENCY OF MEETINGS

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

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

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

### MANDATE OF THE COMMITTEE

#### **Knowledge**

- The Table members shall keep abreast of any significant developments in the Child Care and Early Years' sector.
- The Table shall be aware of Ontario Child Care and Early Years' Service System Planning Resource from the Ministry of Education.
- The Table shall be made aware of any service system changes as a result of the service system planning.

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14)

(Rev04/18)

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SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE CCEY ADVISORY TABLE</b>
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### **Risk Management**

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

### **Proposals**

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

### **Advocacy**

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

### **Research and Development**

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

### **REMUNERATION**

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

### **CONFLICT OF INTEREST**

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

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SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE CCEY ADVISORY TABLE</b>
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### CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

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

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

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

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

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

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

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

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

### **RELATED POLICIES AND PROCEDURES**

By-law Number 01-2017 TBDSSAB Governance and Procedural By-law  
POL BRD-01:82 Remuneration for Board Members  
POL CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14)

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