



DATE OF MEETING: JUNE 16, 2022

TIME OF MEETING: 10:00 A.M.

LOCATION OF MEETING: MICROSOFT TEAMS &
TBDSSAB HEADQUARTERS
231 MAY STREET SOUTH
THUNDER BAY, ON

CHAIR: LUCY KLOOSTERHUIS

ORDERS OF THE DAY: DISCLOSURES OF INTEREST
DEPUTATIONS / PRESENTATIONS
NEW BUSINESS
MINUTES OF PREVIOUS MEETING
REPORTS OF ADMINISTRATION
CORRESPONDENCE
BY-LAWS
NEXT MEETING
ADJOURNMENT

Note: For the purposes of the agenda and subsequent Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda item; references to TBDHC or the Board refers to the Thunder Bay District Housing Corporation Board of Directors as relevant to specific agenda item. References to CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 22/55

THAT with respect to the agenda for the Board Regular Session meeting of The District of Thunder Bay Social Services Administration Board for June 16, 2022, we approve the agendas as printed;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of [Meeting No. 08/2022](#) (Regular Session) and [Meeting No. 09/2022](#) (Closed Session) of TBDSSAB, held on May 19, 2022, respectively, to be confirmed.
(Pages 6 - 19)

Resolution No. 22/56

THAT the Minutes of Meeting No. 08/2022 (Regular Session) and Meeting No. 09/2022 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on May 19, 2022, respectively, be confirmed.

Committee Meetings

Draft Minutes of the Audit Committee held on March 29, 2022, for information only.
(Pages 20 - 23)

REPORTS OF ADMINISTRATION

Proposed Budget Schedule

[Report No. 2022-37](#) (Corporate Services Division) relative to providing the Board with TBDSSAB's proposed 2023 Budget Schedule, for consideration. **(Page 24 - 26)**

Resolution No. 22/57

THAT with respect to Report No. 2022-37 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2023 Budget Schedule as presented.

Child Care Initiated Agreement Template

[Report No. 2022-38](#) (Corporate Services Division) relative to providing the Board with an updated Child Care and Early Years Initiated Agreement template, for consideration.
(Page 27 - 44)

Resolution No. 22/58

THAT with respect to Report No. 2022-38 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the updated TBDSSAB Initiated Agreement template for the Child Care and Early Years program;

AND THAT we authorize the Chief Administrative Officer to make amendments to this Initiated Agreement template with respect to housekeeping items, as may be required from time to time;

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

Child Care Operator Annual Surplus
Retention and Recovery Policy

[Report No. 2022-22](#) (Integrated Social Services Division) providing the Board with a Child Care Operator Annual Surplus Retention and Recovery Policy, for consideration. **(Page 45 - 48)**

Resolution No. 22/59

THAT with respect to Report No. 2022-22 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Child Care Operator Annual Surplus Retention and Recovery Policy, as presented;

AND THAT the Chief Administrative Officer be authorized to amend the Child Care Operator Annual Surplus Retention and Recovery Policy with respect to housekeeping items, as may be required from time to time

Social Services Relief Fund Update

[Report No. 2022-39](#), (Integrated Social Services Division) providing the Board with updated information regarding TBDSSAB's investments under the Social Services Relief Fund (SSRF), for information only. **(Pages 49 - 52)**

FIRST REPORT Association of
Municipalities of Ontario Position Papers

[Report No. 2022-40](#), (CAO Division) providing the Board with a first report to present Draft AMO 2022 Position Papers, for review and comment. **(Pages 53 - 64)**

Resolution No. 22/60

THAT with respect to Report No. 2022-40 (CAO Division), we The District of Thunder Bay Social Services Administration Board (The Board) receive the First Report – AMO 2022 Position Papers, as presented.

Election of Vice, Chair, Audit Committee
 Member and CHPI Advisory Table
 Member _____

[Memorandum from Bill Bradica, Chief Administrative Officer](#), (CAO Division) dated June 3, 2022 relative to providing the Board with information regarding the need to elect the above noted positions, for consideration. **(Pages 65)**

Resolution No. 22/61

THAT the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, effective June 16, 2022 for the term ending December 31, 2022, be filled by _____.

AND THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, effective June 16, 2022, for the term ending December 31, 2022:

_____.

AND THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Community Homelessness Prevention Initiative Advisory Table, effective June 16, 2022, for the term ending December 31, 2022:

_____.

CORRESPONDENCE

Urban and Rural Indigenous Housing
 Strategy _____

Email from The Hon. Patty Hajdu, Minister of Indigenous Services dated May 26, 2022 relative to the February 17, 2022 letter from Chair Kloosterhuis regarding Board Resolution No. 22/07 in relation to the need for an Urban and Rural Indigenous Housing Strategy, for information only. **(Page 66 - 67)**

BY-LAWSFirst and Final Reading**Resolution No. 22/62**

1. A By-law to authorize the form of agreement to be executed by The District of Thunder Bay Social Services Administration Board and approved service providers for the provision of services related to Homelessness Prevention Program (HPP) funds.

Explanation: A By-law to repeal and replace By-law #03-2018.

Authorization: Board Meeting 2022May19

BY-LAW NUMBER 01 – 2022

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, July 21, 2022 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. 22/ 63**

THAT the Board Meeting No. 10/2022 of The District of Thunder Bay Social Services Administration Board, held on June 16, 2022, be adjourned at _____ p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 08/2022
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: May 19, 2022

TIME OF MEETING: 10:00 a.m.

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

CHAIR: Lucy Kloosterhuis

PRESENT:

Albert Aiello
Kim Brown
Jody Davis
Andrew Foulds
James Foulds
Brian Hamilton
Kevin Holland
Rebecca Johnson
Lucy Kloosterhuis
Ray Lake
Elaine Mannisto
Aldo Ruberto
Wendy Wright

OFFICIALS:

William (Bill) Bradica, Chief Administrative
Georgina Daniels, Director, Corporate Services Division
Ken Ranta, Director, Integrated Social Services Division
Glenda Flank, Recording Secretary

GUESTS:

Crystal Simeoni, Manager, Housing Program
Shari Mackenzie, Acting Manager, Human Resources
Keri Greaves, Manager, Finance
Carole Lem, Communications & Engagement Officer
Aaron Park, Supervisor, Research and Social Policy
Louise Piercey, Manager, Child Care & Early Years Programs
Marty Farough, Technical Services Officer
Larissa Jones, Communications Assistant

REGRETS:

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda items; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda items. References to CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 22/43

Moved by: Elaine Mannisto
Seconded by: Andrew Foulds

THAT with respect to the agendas for the Board Regular and Closed Session meeting of The District of Thunder Bay Social Services Administration Board for May 19, 2022, 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 Board Meeting No. 06/2022 and Meeting No. 07/2022 (Regular and Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 21, 2022, were presented for confirmation.

Resolution No. 22/44

Moved by: Kim Brown
Seconded by: Jody Davis

THAT the Minutes of Meeting No. 06/2022 and Meeting No. 07/2022 (Regular and Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 21, 2022, respectively, be confirmed.

CARRIED

Annual General Meeting

Draft Minutes of the Nineteenth Annual General Meeting (Regular Session) of The District of Thunder Bay Social Services Administration Board held on April 21, 2022, were presented for information only.

Bill Bradica, CAO advised the Board that the Minutes were for information only and would be confirmed at the next Annual General Meeting being held in 2023.

CLOSED SESSION

Administration presented their recommendation that the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters about an identifiable individual, including members of the Administration relative to the CAO performance evaluation

Resolution No. 22/45

Moved by: Kevin Holland

Seconded by: Albert Aiello

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters about an identifiable individual, including members of the Administration relative to the CAO performance evaluation.

CARRIED

REPORTS OF ADMINISTRATION

At 10:10 a.m. the meeting reconvened in Regular Session and Crystal Simeoni, Manager, Housing Programs joined the meeting.

REPORTS OF OFFICERS

Canada-Ontario Community Housing Initiative, Ontario Priorities Housing Initiative and Canada-Ontario Housing Benefit Amendment 2022-23

Report No. 2022-26 (Integrated Social Services Division) was presented to the Board providing information related to the continuation of the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative and requesting approval for Administration's proposed Investment Plan for 2022-23.

Bill Bradica, CAO responded to questions and provided clarification.

Ken Ranta, Director, Integrated Social Services provided further information and responded to questions.

Following a discussion regarding advocacy for an increased share of funding for Ontario a new resolution was recommended for consideration.

Resolution No. 22/46A

Moved by: Elaine Mannisto
Seconded by: Andrew Foulds

THAT we, The District of Thunder Bay Social Services Administration Board, call upon the Federal government to increase the fair share of the Federal funding for housing programs to Ontario;

AND THAT a letter be sent by the Board Chair to the Federal Minister for Housing, the Ontario Minister of Municipal Affairs and Housing and the Premier of Ontario;

AND THAT a copy of the letter be sent to all member municipalities, the Association of Municipalities of Ontario, the Rural Ontario Municipal Association and the Northwestern Ontario Municipal Association.

CARRIED

Resolution No. 22/46

Moved by: Brian Hamilton
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2022-26 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, authorize the Chair and the Chief Administrative Officer, to execute the Transfer Payment Amending Agreement for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative;

AND THAT we approve the 2022-23 Investment Plan for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs and authorize the Chief Administrative Officer to execute the plan and submit to the Ministry of Municipal Affairs and Housing (MMAH);

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

CARRIED

Projects In Difficulty - Update

Report No. 2022-27 (Integrated Social Services Division) was presented to the Board to provide information on the status of the Not-for Profit Community Housing Provider Project in Difficulty and those of concern.

Ken Ranta, Director, Integrated Social Services responded to questions and provided further information.

Bill Bradica, CAO provided clarification and responded to questions.

A discussion was held regarding indemnity insurance for Board Members. Bill Bradica, CAO advised the Board that a follow-up memorandum will be provided to the Board advising of the insurance coverage.

Housing Services Act 2011 – Regulatory Amendments

Report No. 2022-28 (Integrated Social Services Division) was presented to the Board to provide information on the regulatory changes to the Housing Services Act, 2011 as announced by the province of Ontario.

10 Year Housing and Homelessness Plan Annual Progress Report

Report No. 2022-29 (Integrated Social Services Division) was presented to the Board to provide the TBDSSAB 10 Year Housing and Homelessness Plan Annual Progress Report which included information on accessible units and support services provided.

Ken Ranta, Director, Integrated Social Services provided further information and responded to questions.

Crystal Simeoni, Manager, Housing Programs responded to questions.

Bill Bradica, CAO provided further information and responded to questions.

Resolution No. 22/47

Moved by: Brian Hamilton
Seconded by: James Foulds

THAT with respect to Report No. 2022-29 (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 Annual Progress Report as presented;

AND THAT the Board authorizes Administration to submit the 10 Year Housing and Homelessness Annual Progress Report to the Ministry of Municipal Affairs and Housing as required.

CARRIED

At 10:41 a.m. Aaron Park, Supervisor, Research and Social Policy joined the meeting.

Social Services Relief Fund Update

Report No. 2022-30 (Integrated Social Service Division) was presented to provide the Board with an update regarding the TBDSSAB's spending under the Social Services Relief Fund.

Ken Ranta, Director, Integrated Social Services confirmed that a zero should be added to the final total to correct the chart.

Bill Bradica, CAO responded to questions.

At 11:00 a.m. Louise Piercey, Manager, Child Care and Early Years Programs joined the meeting.

TBDSSAB Quarterly Operational Report

Report No. 2022-31 (Integrated Social Service Division) was presented to the Board providing the trends within TBDSSAB programs and services.

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

Following a question regarding the number of people exiting to employment Administration advised that the actual number will be added to the charts in future reports.

Aaron Park, Supervisor, Research and Social Policy responded to questions.

Bill Bradica, CAO provided clarification.

At 11:10 a.m. Crystal Simeoni, Manager Housing Programs and Aaron Park, Supervisor, Research and Social Policy left the meeting.

Canada Wide Early Learning Child Care

Report No. 2022-32 (Integrated Social Services Division) was presented to the Board providing an overview of the Canada Wide Early Learning Child Care (CWELCC) system and the requirements under the revised Ministry of Education, Addendum to Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines.

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

Louise Piercey, Manager, Child Care and Early Years Programs provided a brief overview of the CWELCC system and responded to questions.

Bill Bradica, CAO provided clarification.

At 11:22 a.m. Louise Piercey, Manager, Child Care and Early Years Programs left the meeting and Keri Greaves, Manager, Finance joined the meeting.

CHPI Initiated Agreement Template Update – Homelessness Prevention Program

Report No. 2022-33 (Corporate Services Division) was presented to the Board providing the updated Homelessness Prevention Program Initiated Agreement template and providing background information on the programs combined within the program.

Bill Bradica, CAO provided a brief description of the programs combined under the new Homelessness Prevention Program.

Resolution 22/48

Moved by: Kevin Holland
Seconded by: Jody Davis

THAT with respect to Report No. 2022-33 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the updated TBDSSAB Initiated Agreement template for the Homelessness Prevention Program;

AND THAT we authorize the Chief Administrative Officer to make amendments to this Initiated Agreement template with respect to housekeeping items, as may be required from time to time;

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

CARRIED

2022 First Quarter Financial Report

Report No. 2022-34 (Corporate Services Division) was presented to the Board providing the 2022 First Quarter Financial Report and projection to year-end.

Georgina Daniels, Director, Corporate Services responded to questions.

At 11:25 a.m. Keri Greaves, Manager, Finance left the meeting and Marty Farough, Technical Services Officer joined the meeting.

FIRST REPORT – Net Zero Strategy

Report No. 2022-35 (Corporate Services Division) was presented providing the Board with information on the research and options for the development of a Net Zero Strategy for the Board.

Georgina Daniels, Director, Corporate Services responded to questions.

Bill Bradica, CAO responded to questions.

A discussion was held regarding the options for development of the process and option provided in the report and the additional staff and consultant that would be required.

Resolution 22/49

Moved by: Andrew Foulds
Seconded by: Brian Hamilton

THAT with respect to Report No. 2022-35 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the receipt of the First Report – Net Zero Strategy.

CARRIED

Community Partners Survey Results

Memorandum from Georgina Daniels, Director, Corporate Services Division dated May 5, 2022 was presented to the Board providing a follow up to the Community Partners Survey Results report presented at the February 2022 Board Meeting.

2023 Strategic Plan – 2022 First Quarter Update

Report No. 2022-36 (Chief Administrative Officer Division) was presented to the Board providing the quarterly update on the Strategic Plan 2023.

William Bradica, CAO responded to questions.

Resolution 22/50

Moved by: Elaine Mannisto
Seconded by: Kim Brown

THAT with respect to Report No. 2022-36 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the receipt of the First Report – Net Zero Strategy.

CARRIED

Territory Without Municipal Organization Election Method

Memorandum from William (Bill) Bradica, CAO dated May 4, 2022 was presented to the Board to provide information and Administration's recommendation to use the mail in ballot method and appointment of Returning Officer for the TWOMO election.

Bill Bradica, CAO responded to questions.

Resolution No. 22/51

Moved by: James Foulds
Seconded by: Elaine Mannisto

THAT with respect to the Memorandum from William (Bill) Bradica, Chief Administrative Officer, we, The District of Thunder Bay Social Services Administration Board (the Board), approve the mail-in voting method for the 2022 election of the representative for the Territory Without Municipal Organization (TWOMO);

AND THAT we appoint the Chief Administrative Officer as the Returning Officer for the 2022 TWOMO election;

AND THAT a by-law be presented to the Board for approval.

CARRIED

Northern Ontario Service Deliverers'
Association Annual General Meeting

Memorandum from William (Bill) Bradica, CAO dated May 5, 2022 relative to providing the Board with a recommendation for voting members to attend the 2022 NODSA AGM.

Resolution No. 22/52

Moved by: Albert Aiello
Seconded by: Jody Davis

THAT with respect to the Northern Ontario Service Deliverers Association 2021 Annual General Meeting, to be held virtually, the following Members of the Board are selected to attend as voting delegates:

1. Lucy Kloosterhuis
2. Kevin Holland

AND THAT if any of the above Board Members are unable to attend, the following Members will be contacted to attend as voting delegates in their place:

1. Elaine Mannisto
2. Wendy Wright

CARRIED

CORRESPONDENCE

Urban and Rural Indigenous Housing Strategy

Letter from the Township of Conmee enclosing Resolution No. 2022-061 relative to providing support to The District of Thunder Bay Social Services Administration Board Homeless Enumeration Report.

BY-LAWS

First and Final Reading

Resolution No. 22/51

Moved by: Elaine Mannisto
Seconded by: Andrew Foulds

THAT the following By-law be introduced and now be given First and Final Reading, engrossed, signed by the Chair and Chief Administrative Officer, sealed and numbered:

A By-law to authorize the use of voting by mail for the Election for the Territory Without Municipal Organization.

Explanation: A By-law to authorize the method of voting for the TWOMO election.

Authorization: Board Meeting 2022May19

BY-LAW NUMBER 01 – 2022

CARRIED

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, June 16, 2022, at 10:00 a.m. via Microsoft Teams and in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT

Resolution No. 22/52

Moved by: Andrew Foulds
Seconded by: Rebecca Johnson

THAT Board Meeting No. 08/2022 of The District of Thunder Bay Social Services Administration Board, held on May 19, 2022, be adjourned at 11:55 a.m.

CARRIED

Chair

Chief Administrative Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 09/2022
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: May 19, 2022

TIME OF MEETING: 10:03 a.m.

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

CHAIR: Lucy Kloosterhuis

PRESENT:

Albert Aiello
Kim Brown
Jody Davis
Andrew Foulds
James Foulds
Brian Hamilton
Kevin Holland
Rebecca Johnson
Lucy Kloosterhuis
Ray Lake
Elaine Mannisto
Aldo Ruberto
Wendy Wright

OFFICIALS:

GUESTS:

Shari Mackenzie, Acting Manager, Human Resources

REGRETS:

Note: For the purposes of the Minutes references to TBDSSAB or the Board refers to The District of Thunder Bay Social Services Administration Board of Directors as relevant to specific agenda item; references to TBDHC or the Board refers to the Directors of Thunder Bay District Housing Corporation as relevant to specific agenda item. References to CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

At 10:03 a.m. all members of Administration left the meeting with the exception of Shari Mackenzie, Acting Manager, Human Resources.

REPORTS OF ADMINISTRATION

Chief Administrative Officer Performance Evaluation

Lucy Kloosterhuis, Board Chair provided a verbal update to the Board regarding the status of the CAO performance evaluation. The CAO Performance Evaluation Summary was provided separately.

A discussion was held and on consensus, the Board Chair to proceed as directed.

ADJOURNMENT

Resolution No. 22/CS04

Moved by: James Foulds
Seconded by: Kevin Holland

THAT the Board (Closed Session) Meeting No. 09/2022 of The District of Thunder Bay Social Services Administration Board, held on May 19, 2022, be adjourned at 10:10 a.m., to reconvene in Open Session to consider the remaining agenda items.

CARRIED

Chair

Chief Administrative Officer



DATE: March 29, 2022

TIME: 2:00 p.m.

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

CHAIR: Albert Aiello

PRESENT:

Albert Aiello
Jody Davis
James Foulds
Kevin Holland
Ray Lake
Lucy Kloosterhuis

OFFICIALS:

Georgina Daniels, FCPA, FCA, Director, Corporate
Services Division
Glenda Flank, Recording Secretary

GUESTS / RESOURCE STAFF:

William Bradica, Chief Administrative Officer
Keri Greaves, CPA, CMA, Manager, Finance
Frank Lopez, CPA, CA, Partner, Grant Thornton LLP
Ryan Gabriel, Manager, Grant Thornton LLP
Larissa Jones, Communications Assistant

REGRETS:

1.0 Call to Order

The meeting was called to order at 2:00 p.m.

2.0 Disclosures of Interest

None.

3.0 Appointment of Chair

Georgina Daniels, Director, Corporate Services Division called for nominations for the position of Chair of the Audit Committee. Albert Aiello was nominated for the position of Chair and accepted the nomination. There were no further nominations.

Moved by: James Foulds
Seconded by: Kevin Holland

THAT the position of Chair of the Audit Committee, for the term ending December 31, 2022 be filled by Albert Aiello.

CARRIED

4.0 Confirmation of Minutes

Minutes of the Audit Committee meeting held on December 1, 2021, were confirmed.

Moved by: Kevin Holland
Seconded by: Ray Lake

THAT the Minutes of the meeting of the Audit Committee held on December 1, 2021, be confirmed.

CARRIED

5.0 Report to the Audit Committee

5.1 TBDSSAB Audit Results

The Report to the Audit Committee, prepared by Frank Lopez, CPA, CA, Partner and Richard Jagielowicz, Senior Manager Grant Thornton LLP, was distributed prior to the meeting.

Mr. Frank Lopez, Partner, and Ryan Gabriel, Manager, Grant Thornton LLP, provided an overview of the Report to the Audit Committee and responded to questions.

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

6.0 Presentation of Financial Statements

6.1 TBDHC Draft Financial Statements

Georgina Daniels, Director, Corporate Services Division, provided an update and advised that financial statements were not produced as there was no transactions for 2021 and advised that TBDHC is maintained as a shell corporation in the event there are transactions that would be advantageous to utilize through this corporation.

6.2 TBDSSAB Draft Consolidated Financial Statements

The draft Consolidated Financial Statements for TBDSSAB as prepared by Administration, were distributed prior to the meeting. Administration advised that the draft statements are not for distribution, are required to be destroyed following the meeting, and removed from the Board Portal.

Georgina Daniels, Director, Corporate Services Division, provided a high level overview of information within the financial statements, and responded to questions.

Keri Greaves, Manager, Finance, provided a more detailed overview of information within the financial statements, and responded to questions.

Adjourn to Closed Session

The Committee adjourned to closed session relative to receipt of information with respect to identifiable individuals.

Moved by: James Foulds
Seconded by: Ray Lake

THAT the Committee adjourns to Closed Session relative to receipt of information with respect to identifiable individuals at 3:30 p.m.

CARRIED

At 3:30 p.m. Georgina Daniels, Director, Corporate Services Division, Keri Greaves, Manager, Finance, and Larissa Jones, Communications Assistant and Glenda Flank, Recording Secretary left the meeting.

A discussion was held between the Committee Members, Frank Lopez, Partner, and Ryan Gabriel, Manager, Grant Thornton LLP.

At 3:44 p.m. Georgina Daniels, Director, Corporate Services Division, Keri Greaves, Manager, Finance, Larissa Jones, Communications Assistant and Glenda Flank, Recording Secretary entered the meeting and Frank Lopez, Partner, and Ryan Gabriel, Manager, Grant Thornton LLP left the meeting.

7.0 Assessment of the External Auditor

Georgina Daniels provided an overview of the Assessment process and responded to questions. The Assessment was finalized as presented.

Reconvene in Open Session

Moved by: Kevin Holland
Seconded by: James Foulds

THAT the Committee reconvenes in Open Session to consider the remaining agenda items.

CARRIED

At 3:52 p.m. the meeting reconvened in Open Session.

8.0 New Business

None.

9.0 Adjournment

Moved by: Jody Davis
Seconded by: Ray Lake

THAT the meeting of the Audit Committee held on March 29, 2022 be adjourned at 3:52 p.m.

CARRIED



BOARD REPORT

REPORT No.: 2022-37
MEETING DATE: JUNE 16, 2022
SUBJECT: 2023 BUDGET SCHEDULE

RECOMMENDATION

THAT with respect to Report No. 2022-37 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2023 Budget Schedule as presented.

REPORT SUMMARY

To provide the proposed 2023 Budget Schedule to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) for approval.

BACKGROUND

Administration prepares and presents annual operating and capital budgets to the Board for review and approval. To support this effort, the Board approves a Budget Schedule which identifies when the budget will be presented to the Board as well as certain administrative milestones during the budget process.

COMMENTS

In accordance with the Budget Policy #CS-02:83, the annual Budget Schedule is to be presented to the Board no later than the June Board meeting.

According to Budget Policy #CS-02:83, in the first year of the term of a new Board, the proposed budget will be presented to the new Board for review at the January Board meeting and submitted for approval at the February meeting.

Administration also normally provides an annual update to the Reserve and Reserve Fund Strategy a month prior to the presentation of the draft budget, as well as a Financial Context presentation, to provide the framework for the annual budget process.

Administration is recommending the Financial Context be presented to the Board at its Inaugural meeting scheduled for January 12, 2023. It is also recommended that a

separate budget meeting be scheduled for January 26, 2023. The Reserve and Reserve Fund Strategy Update would also be presented to the Board at this Budget meeting, prior to the draft Budget being presented for review. This revised timeline will allow new Board Members a greater opportunity to complete their orientation and examine related material prior to engaging in the Budget review.

Table 1 below, presents the 2023 Budget Schedule as proposed by Administration:

Table 1: 2023 Budget Schedule	
Senior Management Team Budget deliberations	August 1 - September 30, 2022
Draft Capital Budget and 10-Year Capital Forecast submitted to Finance	August 31, 2022
Draft Operating Budgets submitted to Finance	October 3, 2022
Draft Budgets submitted to Chief Administrative Officer	October 31, 2022
Draft Budget package provided to Board for review	January 5, 2023 (3 weeks prior to 2023 Board Budget Meeting)
Financial Context presented to Board	January 12, 2023
Reserve and Reserve Fund Strategy Update presented to Board	January 26, 2023
Draft Budget presented to Board; Administration will be available to answer questions	January 26, 2023
Final Draft Budget including changes made by the Board presented to Board for approval, including By-law approval	February 2023 Board Meeting

Administration will provide further information regarding the Budget Schedule to the Board if required.

STRATEGIC PLAN IMPACT

This report relates to the Board's 2020-2023 strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

FINANCIAL IMPLICATIONS



There are no direct financial implications related to this report.

CONCLUSION

It is concluded that the proposed 2023 Budget Schedule has been developed to maximize the efficient and effective development of the 2023 Budget Package, with a target date for final Board approval of February 2023 and should be approved.

REFERENCE MATERIALS

None.

PREPARED BY:	Keri Greaves, CPA, CMA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William Bradica, Chief Administrative Officer



BOARD REPORT

REPORT No.: 2022-38

MEETING DATE: JUNE 16, 2022

SUBJECT: CHILD CARE AND EARLY YEARS INITIATED AGREEMENT TEMPLATE
UPDATE

RECOMMENDATION

THAT with respect to Report No. 2022-38 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the updated TBDSSAB Initiated Agreement template for the Child Care and Early Years program;

AND THAT we authorize the Chief Administrative Officer to make amendments to this Initiated Agreement template with respect to housekeeping items, as may be required from time to time;

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

REPORT SUMMARY

To present an updated Child Care and Early Years Initiated Agreement template for The District of Thunder Bay Social Services Administration Board's (TBDSSAB or the Board) approval.

BACKGROUND

At the January 2018 Board Meeting, the Board approved the TBDSSAB Initiated Agreement templates for Child Care and Early Years, Community Homelessness Prevention Initiative (CHPI), and General Program purposes (Report No. 2018-03). Subsequently the Board passed program-specific by-laws to authorize this form of agreement to be executed by TBDSSAB and approved service providers.

At the January 2022 Board Meeting, the Board approved the updated Approval and Signing Authorization Policy (Report No. 2022-04). With regards to Initiated Agreements with service providers, the revised Policy No. CS-01:79 distinguishes between ongoing and one-time agreements. While ongoing agreements still require both the Board Chair

and Chief Administrative Officer (CAO) to sign, the Board has delegated signing authority to the CAO for one-time funding agreements.

On March 28, 2022, the Province of Ontario announced it had signed the Canada Wide Early Learning and Child Care (CWELCC) agreement with the Government of Canada. Requirements under the CWELCC were presented to the Board at the May 19, 2022, meeting (Report 2022-32 - Canada Wide Early Learning Child Care).

COMMENTS

Following the introduction of the CWELCC, Administration reviewed the existing Child Care and Early Years Initiated Agreement template. Updates are required to align TBDSSAB's template to include the terms and conditions of the CWELCC. The red-line revisions are provided in Attachment #1.

By-law No. 02-2018 which authorizes the form of agreement between TBDSSAB and approved service providers under the Child Care and Early Years program is to be revised to reflect references to the CWELCC program and housekeeping changes within the Initiated Agreement Template.

The Child Care and Early Years Initiated Agreement template will form ongoing agreements between TBDSSAB and approved service providers as well as one-time funding agreements, if applicable. Through the updated Approval and Signing Authorization Policy, the Board has delegated signing authority to the Chief Administrative Officer for one-time funding agreements. Therefore, the By-law requires updating to include the delegation of signing authority under that circumstance.

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS



There are no direct financial implications relative to this Report.

CONCLUSION

It is concluded that the revised Child Care and Early Years Initiated Agreement template should be approved as presented.

REFERENCE MATERIALS

Attachment #1 [Initiated Agreement - Child Care and Early Years – Red Lined Version](#)

PREPARED BY:	Keri Greaves, CPA, CMA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



THIS AGREEMENT made in duplicate this _____ day of _____, 2022.

BETWEEN:

**THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD**
(hereinafter referred to as "TBDSSAB")

and

«CHILD_CARE_CENTRE»
(hereinafter referred to as the "Service Provider")

WHEREAS TBDSSAB has been designated a delivery agent pursuant to the *Child Care and Early Years' Act, 2014*, and the Regulations thereunder, and having had transferred to it thereunder the responsibility of administering the prescribed child care and early years' services, has authority to enter into an agreement with the Service Provider for the provision of certain child care and early years' services;

AND WHEREAS the Service Provider qualified for specific subsidies pursuant to the *Child Care and Early Years' Act* and/ or the Canada-Wide Early Learning and Child Care System, and has agreed to provide specific child care and/or early years' services as set out in the Schedules attached hereto;

NOW THEREFORE the Agreement witnesses that in consideration of the covenants contained herein, the Parties hereto undertake and agree as follows:

1. DEFINITIONS

In this Agreement,

(a) "AODA" means the *Accessibility for Ontarians with Disabilities' Act, 2005*, S.O. 2005 Chapter 11.

(b) "Agreement" means this Contract including all Schedules hereto.

(c) "Canada Pension Plan" means the *Canada Pension Plan, R.S.C. 1985, c. C-8*, as may be amended from time to time and all regulations thereunder.

(d) "CWELCC System" means the Canada-Wide Early Learning and Child Care System for early years and child care funding provided for in an agreement entered into by the Province of Ontario and the Government of Canada.

(e) "Child Care and Early Years' Act" means the *Child Care and Early Years' Act, 2014*, S.O. 2014, c. 11, Sched. 1, as may be amended from time to time and all regulations thereunder.

(f) "Delegate or delegates" means such other person or persons as may be appointed by TBDSSAB.

(g) "Employment Insurance Act" means the *Employment Insurance Act*, S.C. 1996, c.23, as may be amended from time to time and all regulations thereunder.

(h) "Fiscal year" means the calendar year beginning January 1 and ending December 31;



- ~~(h)~~(i) "FIPPA" means the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990 c. F.11, as may be amended from time to time and all regulations thereunder.
- ~~(f)~~(j) "Funds" means the funds paid in accordance with Section 5 of this Agreement.
- ~~(j)~~(k) "Human Rights' Code" means *Human Rights' Code*, R.S.O. 1990, CHAPTER H.19, as may be amended from time to time and all regulations thereunder.
- ~~(k)~~(l) "Income Tax Act" means the *Income Tax Act*, R.S.O. 1990, c. I.2, as may be amended from time to time and all regulations thereunder.
- ~~(h)~~(m) "MFIPPA" means *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as may be amended from time to time and all regulations thereunder.
- ~~(m)~~(n) "Occupational Health and Safety Act" means the *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1, as may be amended from time to time and all regulations thereunder.
- ~~(n)~~(o) "PIPEDA" means the Personal Information Protection and Electronic Documents Act, S.C. 2000 c. 5, as may be amended from time to time and all regulations thereunder.
- ~~(o)~~(p) "Program" means the Services provided in accordance with the Program Description attached as Schedule 1 hereto.
- ~~(p)~~(q) "Reports" means the records and reports as set out in Section 8 and Section 9 of this Agreement.
- ~~(q)~~(r) "Schedules" means all Schedules attached hereto, which shall form part of this Agreement.
- ~~(r)~~(s) "Services" means the child care and early years' services as set out in the Schedules attached hereto.
- ~~(s)~~(t) "TBDSSAB staff" means the staff of TBDSSAB authorized to exercise the rights and perform the duties of TBDSSAB under this Agreement;
- ~~(t)~~(u) "Term" means the initial term and a renewal of the initial term pursuant to Section 4 of this Agreement, if any.
- ~~(u)~~(v) "WSIA" means the *Workplace Safety and Insurance Act, 1997*, S.O. 1997, c.16, Sch. A, as may be amended from time to time and all regulations thereunder.

2. GOVERNANCE

The Service Provider represents, warrants and covenants that it has, and shall maintain, in writing, for the term of this Agreement and thereafter, if so required by law or in accordance with this Agreement, the following:

- (i) a code of conduct and ethical responsibilities including a policy on protection of privacy in accordance with FIPPA, MFIPPA or PIPEDA, if applicable, or that is consistent with the Canadian Standards Association Code for the Protection of Personal Information and that is publicly available;
- (ii) a policy on conflict of interest for all persons at all levels of the Service Provider;
- (iii) a policy on access for all persons in accordance with the AODA;



- (iv) procedures to ensure the ongoing effective functioning of the Service Provider;
- (v) decision-making mechanisms for the Service Provider;
- (vi) procedures to enable the Service Provider to manage the Funds prudently and effectively;
- (vii) procedures to enable the Service Provider to complete the Program successfully;
- (viii) procedures to enable the Service Provider, in a timely manner, to identify risks to the completion of the Program, and strategies to address the identified risks;
- (ix) procedures to enable the preparation and delivery of all Reports required pursuant to Section 8 and Section 9 of this Agreement;
- (x) procedures to enable the Service Provider to deal with such other matters as it or TBDSSAB deems necessary to ensure that the Service Provider carries out its obligations in accordance with this Agreement; and
- (xi) the Service Provider shall provide TBDSSAB with supporting documentation upon request that the Service Provider has and maintains all items enumerated in this Section.

3. PROGRAM

- (a) The Service Provider shall provide the Services in accordance with the Program Description attached hereto as Schedule 1.
- (b) The Parties acknowledge that although the description of the Services as set out in Schedule 1 is specific in nature, TBDSSAB shall, at all times, have the right to specify:
 - (i) the precise Services that the Service Provider is to perform pursuant to this Agreement;
 - (ii) the method of provision of the Services;
 - (iii) the Service Provider staff that will perform the Services; and
 - (iv) any other matter as may be required by TBDSSAB to ensure that the Services are provided in accordance with the general intent, requirements, and spirit of the Program.
- (c) The Service Provider shall co-operate with all other service providers of the Programs, if any, as determined by TBDSSAB.
- (d) The Service Provider shall ensure compliance in accordance with the AODA.

4. TERM

This Agreement shall be in force from January 1, 20~~XX~~, to December 31, 20~~XX~~, and until it is superseded or replaced by a subsequent agreement or terminated by either Party in accordance with Section 19 of this Agreement.



5. PAYMENT FOR SERVICES

- (a) In consideration of the Services, TBDSSAB shall pay to the Service Provider for the Services provided pursuant to this Agreement the amounts of actual expenses, in accordance with approved rates, up to the maximum set forth in the approved Budget Schedule, attached hereto as Schedule 2, at the times and in the manner provided in the said Schedule, subject to the conditions set out in the said Schedule. TBDSSAB reserves the right to determine the amounts, times and manner of such payment.
- (b) TBDSSAB shall deposit the Funds into an account designated by the Service Provider provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Service Provider.
- (c) Where the Service Provider has failed to claim for all Services for which it is entitled to receive payment, a corrected claim must be received by TBDSSAB within ninety (90) days of payment by TBDSSAB of the account from which the item was omitted or incorrectly stated, in default of which, the Service Provider shall have no right to claim for such item.
- (d) Notwithstanding Subsection 5(c), where the Service Provider has failed to claim for all Services for which it is entitled to receive payment within the fourth quarter, any adjustments to annual reconciliation reports must be made within ten (10) calendar days of the date on which the reconciliation report was due, in default of which, the Service Provider shall have no right to claim for such item.
- (e) It is agreed and understood that TBDSSAB may withhold payments, or a reasonable amount considering the nature of the breach, if the Service Provider is in breach of its obligations under this Agreement.
- (f) In the event the Service Provider does not achieve its target levels, or spend monies advanced by TBDSSAB for the Services, the Service Provider shall refund such amounts as may be determined by TBDSSAB from time to time.
- (g) The Parties agree that the approved budget will be negotiated on or before the start of the applicable calendar year during the Term. In the event the budget is not renegotiated by that time, payment will continue to be made in accordance with the approved budget for the immediately preceding fiscal year until such time as the budget is renegotiated or this Agreement is terminated.
- (h) The Service Provider acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Service Provider, less any costs (including taxes) for which the Service Provider has received, will receive, or is eligible to receive, a rebate, credit or refund.
- (i) The Service Provider may use a portion of its TBDSSAB-provided funding for certain Central Administration Costs for the purpose of administering the Program identified in Schedule 1.



6. ACKNOWLEDGEMENT OF FUNDING SUPPORT

- (a) To recognize and acknowledge the financial support provided, the Service Provider will comply with requirements as identified by TBDSSAB.:
- ~~(i) prominently display the provided TBDSSAB logo at its office location(s), in its annual reports, agency letterhead, and on its website;~~
 - ~~(ii) publicly acknowledge TBDSSAB funding, whenever possible, in newspaper and radio advertising, and any other media initiatives;~~
 - ~~(iii) participate at the request of TBDSSAB in media events concerning the funding received;~~
 - ~~(iv) obtain approval of the form of acknowledgement from TBDSSAB;~~
 - ~~(v) indicate that views expressed in any publication are the views of the Service Provider, and do not necessarily reflect those of TBDSSAB.~~
- (b) TBDSSAB will consider requests for exemptions from the obligations of this section if the requirements constitute undue hardship for the organization. Not-for-Profit and charitable organizations with an annual operating budget of less than \$25,000 may request permission from TBDSSAB for exemption from the obligations outlined in Subsection 6(a) of this Agreement.
- (c) Materials prepared by the Service Provider in order to fulfil its reporting obligations under this Agreement are not required to fulfill the requirements outlined in Subsection 6(a) of this Agreement.

7. TBDSSAB INSPECTION AND CONSULTATION

- (a) The Service Provider shall permit TBDSSAB staff or delegates to enter at reasonable times any premises used by the Service Provider in connection with the Services and the retention of records pursuant to this Agreement to:
- (i) observe and evaluate the Services; and
 - (ii) inspect, take and retain copies of all records relating to the Services.
- (b) The Service Provider agrees that all staff, employees and other agents of the Service Provider providing Services shall, upon reasonable request, be available for consultation with TBDSSAB staff as may be required by TBDSSAB.

8. PROGRAM RECORDS AND REPORTS

- (a) The Service Provider shall maintain complete and accurate records of all financial, service and other activities related to the Services, with respect to each site where the Services are being provided.
- (b) The Service Provider shall provide TBDSSAB quarterly year-to-date reports, not later than 21 days after the end of each quarter, which outline the actual and projected expenditures and revenues, as well as specific service data information. It shall forward to TBDSSAB any other statistical data which may be requested, as identified in Schedule 3.
- (c) The Service Provider shall prepare and submit a comprehensive annual report respecting the Services being provided.
- (d) The Service Provider shall provide such further information and reports, to be in such form as TBDSSAB may require from time to time to monitor and evaluate the provision of Services hereunder.



(d)(e) The Service Provider shall ensure that all report submissions are signed on behalf of the Service Provider by an authorized signing officer.

(e)(f) In the event that the Service Provider ceases operation, it is agreed that the Service Provider will not dispose of any records related to the Services provided for under this Agreement without the consent of TBDSSAB. The Service Provider may, with the consent of TBDSSAB, satisfy this requirement by delivering the possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.

9. FINANCIAL RECORDS AND REPORTS

- (a) The Service Provider shall maintain books, documents, vouchers, records and books of account respecting the Services provided pursuant to this Agreement and shall allow TBDSSAB staff, or such other persons as may be appointed by TBDSSAB, to inspect and audit such books, documents, vouchers, records and books of account at all reasonable times both during the term of this Agreement and subsequent to its expiration or termination.
- (b) The Service Provider shall, unless otherwise stated in writing by TBDSSAB, submit to TBDSSAB an audited financial statement and reconciliation report with respect to the Services provided pursuant to the Agreement within four (4) months of the Service Provider's fiscal year end. The cost of preparing the statement and report shall be borne by the Service Provider.
- (c) The Service Provider shall prepare and submit annually, and at any other time upon request, a financial report in such form and containing such information as TBDSSAB may require.
- (d) The Service Provider shall adhere to any additional financial reporting requirements specified in the Budget Schedule (Schedule 2) attached hereto.
- (e) The Service Provider shall comply with the financial reporting requirements as attached hereto as Schedule 3.
- (f) The Service Provider shall retain the financial books, documents, vouchers, records and books of account referred to in this Agreement for a minimum period of at least seven (7) years from the end of the fiscal period to which they relate and for such additional period as TBDSSAB may require as they may relate to specific matters, provided that the Service Provider may, with the consent of TBDSSAB, satisfy this requirement for retention beyond the seven (7)-year period by delivering the possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.
- (g) The Service Provider shall comply with Generally Accepted Accounting Principles (GAAP) in the treatment of revenues and expenditures. The Service Provider shall comply with TBDSSAB direction on the treatment of revenues and expenditures as determined from time to time by TBDSSAB.
- (h) Where a service provider files financial submissions after the filing deadline, TBDSSAB will take action, per Section 10, below, until the submission has been received to the satisfaction of TBDSSAB.

10. LATE FILING OF PROGRAM AND/OR FINANCIAL REPORTS

- (a) If the submission is not received by TBDSSAB by the filing deadline, TBDSSAB will inform the Service Provider that the submission is overdue;
- (b) After 30 days, cash flow will be reduced by 50% of the monthly payment;



- (c) Upon submission of TBDSSAB requirements, TBDSSAB will revert to the normal monthly payment process, and will include in the monthly payment the total amount withheld up to that point.

11. QUALITY ASSURANCE

The Service Provider will work in collaboration with the TBDSSAB ~~Child Care and Early Years Programs Officers~~ to ensure the alignment of practices of 'How Does Learning Happen?' ~~,-~~ The *Child Care and Early Years Act*, the CWELCC (as applicable), and the College of Early Childhood Educators *Code of Ethics and Standards of Practice*, attached hereto as Schedule 4, as well as any other reporting requirements as designated or created by TBDSSAB.

12. RETENTION OF RECORDS

- (a) In addition to the requirements of Section 8 and Section 9 hereof, the Service Provider shall not dispose of any records related to the Services for a period of seven (7) years from the end of the fiscal year during which they were prepared or received without the prior written consent of TBDSSAB, which may be given subject to such terms and conditions as TBDSSAB deems advisable.
- (b) Notwithstanding Subsection 12(a) hereof, the Service Provider shall retain any such records for such additional period as TBDSSAB may reasonably require in special circumstances, provided that the Service Provider may, with the consent of TBDSSAB, satisfy this requirement for retention beyond the seven (7)-year period by delivering possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.

13. ACQUISITION OF GOODS OR SERVICES AND DISPOSAL OF ASSETS

- (a) If the Service Provider acquires goods, services, or both with the Funds, it shall do so through a process that promotes the best value for money, and is consistent with public procurement best practices, as identified in the Service Provider's Procurement Policy.
- (b) The Service Provider shall not sell, change the use of, or otherwise dispose of any item, furnishing, or equipment specifically funded, purchased, acquired, or created with the Funds or for which Funds were provided pursuant to this Agreement without the prior written consent of TBDSSAB, which consent may be withheld in its sole discretion or given subject to such terms and conditions as TBDSSAB may deem advisable. These assets may or may not be specifically listed in a Schedule attached to this Agreement.

14. CONFLICT OF INTEREST

- (a) The Service Provider shall carry out the Program and use the Funds without an actual, potential, or perceived conflict of interest.
- (b) For the purposes of this Agreement, a conflict of interest includes any circumstances where:
- (i) the Service Provider; or
 - (ii) any person who has the capacity to influence the Service Provider's decisions,

has outside commitments, relationships or financial interests that could or could be seen to, interfere with the Service Provider's objective, unbiased and impartial judgment relating to the Program, the use of Funds, or both.

- (c) The Service Provider shall:



- (i) disclose to TBDSSAB, without delay, any situation that a reasonable person would interpret as an actual, potential or perceived conflict of interest; and
- (ii) comply with any terms and conditions that TBDSSAB may prescribe as a result of the disclosure.

15. CONFIDENTIALITY AND FREEDOM OF INFORMATION

- (a) Except where otherwise permitted or required by law, the Service Provider, its directors, officers, employees, agents and volunteers shall hold confidential and shall not disclose or release to any person at any time during or following the term of this Agreement, any information or document that tends to identify any individual in receipt of services without obtaining the written consent of the individual, or the individual's parent, guardian or legal representative prior to the release or disclosure of such information or document.
- (b) The Service Provider shall require all of its directors, officers, employees, agents and volunteers to abide by its policy on protection of privacy in accordance with FIPPA, MFIPPA or PIPEDA, if applicable, in accordance with Subsection 2(i) of this Agreement.
- (c) Unless otherwise permitted or required by law, the Service Provider shall respect and strictly observe the confidentiality and propriety of the confidential business information of TBDSSAB and the personal information of any individual in receipt of services through the Program.
- (d) The Service Provider acknowledges that any information collected by TBDSSAB or provided to TBDSSAB by the Service Provider pursuant to this Agreement is subject to the rights and safeguards in accordance with the MFIPPA.

16. STAFF AND METHODS

The Service Provider shall use current state-of-the-art principles and shall skillfully and completely perform the Services and shall employ only skilled and competent staff who shall be under the supervision of a skilled and competent senior member of the Service Provider's staff.

17. INDEMNIFICATION

The Service Provider shall, both during and following the term of this Agreement, indemnify and save harmless TBDSSAB from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings by whomever made, brought or prosecuted in any manner based upon, occasioned by or attributable to anything done or omitted to be done by the Service Provider, its directors, officers, employees, agents or volunteers related to or arising out of this Agreement or in connection with services provided, purported to be provided or required to be provided by the Service Provider pursuant to this Agreement.



18. INSURANCE

(a) Unless waived in writing, in whole or in part by TBDSSAB, the Service Provider shall obtain and maintain in full force and effect during the term of this Agreement, commencing no later than the execution of this Agreement, and at the Service Provider's expense, the following insurances with insurers licensed in Ontario as follows: errors and omissions (professional liability), property, boiler, general liability, directors' and officers' liability, vehicle and other insurance as may be required by TBDSSAB.

(b) In addition to other provisions that may be required by TBDSSAB, the Service Provider shall obtain and provide:

(i) Comprehensive General Liability Insurance

The Service Provider shall obtain and maintain in full force and effect during the term of the Agreement commencing no later than the execution of this Agreement, and at the Service Provider's expense, general liability insurance acceptable to TBDSSAB in an amount of not less than Five Million (\$5,000,000) Dollars per occurrence in respect of the services provided pursuant to this Agreement. The insurance policy shall:

- a. include as an additional insured TBDSSAB in respect of the provision of services by the Service Provider pursuant to this Agreement;
- b. contain a cross-liability clause endorsement;
- c. contain non-owned automobile liability;
- d. contain a clause including liability arising out of contract or Agreement;
- e. contain a clause including errors and omissions (professional liability);
- f. contain a clause stating that such insurance shall remain in force and not be amended, cancelled or allowed to lapse without 30 days' prior written notice being given to TBDSSAB. Regardless of when or if notification is received by TBDSSAB, this Agreement will be terminated effective the date the insurance policy is cancelled, for whatever reason;
- g. contain insurance for building contents (furniture/equipment) and computer insurance, and with an Insurer acceptable to TBDSSAB, in an amount not less than full replacement cost of all furniture, equipment, computer hardware, computer software, and other related items owned by TBDSSAB which are in the possession of the Service Provider.



(ii) Automobile Insurance

The Service Provider shall ensure that any employee utilizing an automobile in the provision of services under this Agreement insure and maintain against legal liability for bodily injury and property damage caused by automobiles owned or leased by the employee or Service Provider. Such insurance shall provide coverage for business use and shall specify that it covers the carriage of passengers for hire. Such insurance shall be subject to an inclusive limit of not less than Two Million (\$2,000,000) Dollars where the automobile is owned or leased by an employee or Three Million (\$3,000,000) Dollars where the automobile is owned or leased by the Service Provider. The Service Provider shall provide TBDSSAB with proof of Automobile Insurance (inclusive items) for both owner and non-owner vehicles.

- (c) If TBDSSAB requests to have the amount of coverage increased or to obtain other special insurance for these Programs, then the Service Provider shall forthwith obtain such increased coverage or special insurance.
- (d) Prior to commencement of all activities provided for in this Agreement, the Service Provider shall file with TBDSSAB Certificates of Insurance evidencing full compliance with this Section, and shall submit annually such Certificates of Insurance to TBDSSAB or other proof of insurance in such form as TBDSSAB may require.

19. TERMINATION AND SUSPENSION

- (a) Either Party may terminate this Agreement in whole, or in part, with respect to the provision of any particular service, upon sixty (60) days' written notice to the other Party.
- (b) TBDSSAB shall have the right to terminate this Agreement at any time by notice in writing to the Service Provider or may suspend the Services or any part thereof for such period of time as it may deem advisable. Upon receipt of such notice, the Service Provider shall perform no further services pursuant to this Agreement or activities related thereto except as necessary to close out or suspend such services and as have been approved by TBDSSAB.
- (c) In the event of the termination or suspension, the Service Provider will refund forthwith to TBDSSAB any monies advanced by TBDSSAB and not expended in accordance with the approved budget applicable to the services terminated or suspended, and all other adjustments shall be made as between the Parties as at the date of the notice of termination or suspension.
- (d) TBDSSAB reserves the right to immediately terminate this Agreement without prior notice at any time if the conditions of the Agreement are not met.
- (e) It is agreed by the Parties that in accordance with approved TBDSSAB Signing Authority Policy, as amended from time to time, the Chief Administrative Officer – TBDSSAB, and the Chair – TBDSSAB shall enter into renewal agreements with the Service Provider and if such renewal occurs, it will be permitted on the basis of there being no significant changes to the intent of the Agreement, with all terms and conditions herein continued, until such time as the Agreement is superseded or replaced by a subsequent agreement or terminated by either Party in subsection 19 (a) above.



20. FUNDS AT THE END OF A FUNDING YEAR

- (a) If the Service Provider has not spent all of the Funds allocated to the Service Provider for the Funding Year as provided for in the budget at the end of the said Funding Year, TBDSSAB may take one or both of the following actions:
- (i) demand the return of the unspent Funds; and
 - (ii) adjust the amount of any further or future installments of Funds accordingly.
- (b) The Service Provider shall, upon expiry or termination of this Agreement, return to TBDSSAB any Funds remaining in its possession or under its control.

21. INTERPRETATION

- ~~(a)~~ This Agreement shall be read with all changes in number or of gender as required by context. Words in one gender shall be interpreted to include all genders.
- ~~(b)~~ ~~(a)~~~~(c)~~ Words in the singular include the plural and vice-versa.
- ~~(b)~~~~(d)~~ The word "shall" shall be construed as mandatory and the word "may" shall be construed as permissive.
- ~~(e)~~~~(e)~~ The words "include", "includes" and/or "including" shall denote that the subsequent list is not exhaustive.
- ~~(d)~~~~(f)~~ The headings and subheadings contained in this Agreement are inserted for convenience and for reference only and shall, in no way, limit, define or describe the scope or intent of this Agreement or form part of this Agreement.
- ~~(e)~~~~(g)~~ Any reference to currency, money or Funds shall refer to Canadian currency.

22. HUMAN RIGHTS' CODE

- (a) The Parties agree to be bound by the *Human Rights' Code*.
- (b) It is a specific condition of this Agreement that all Parties to all Agreements arising from or out of this Agreement shall abide by and be bound by the *Human Rights' Code*.

23. PROOF OF LICENSE AND CERTIFICATION

- (a) The Service Provider shall at all times be licensed to carry out the provisions hereof.
- (b) At the time of execution of this Agreement, the Service Provider shall submit a copy of its current license to provide the Services and thereafter, shall file with TBDSSAB annually and at other times if so requested by TBDSSAB, a copy of its license renewal.
- (c) The Service Provider shall maintain for inspection by TBDSSAB, as may be required, copies of the required Fire and Health Certification and verification of annual inspections.



24. OBSERVANCE OF THE LAW

- (a) This Agreement shall be governed by and construed in accordance with the laws of Ontario.
- (b) Any reference to an Act in this Agreement shall include a reference to the Regulations made pursuant to such Act, all amendments made to such Act and Regulations from time to time, and to any Act or Regulation which may be passed and thereafter has the effect of supplementing or superseding such Act or Regulation as referenced in this Agreement.
- (c) The Parties agree that they and their respective directors, officers, employees, agents, volunteers and representatives shall at all times comply with all Federal, Provincial and Municipal laws, ordinances, statutes, rules, regulations and orders governing the performance of this Agreement.
- (d) Any actions or proceedings arising in connection with the Agreement shall be conducted in the courts of Ontario, which shall have exclusive jurisdiction over such proceedings.

25. NON-ASSIGNMENT

The Service Provider shall not assign or subcontract this Agreement, in whole or in part, without the prior written approval of TBDSSAB, which approval may be withheld by TBDSSAB in its sole discretion, or given subject to such terms and conditions as TBDSSAB may impose in its sole discretion.

26. AMENDMENTS

This Agreement, and any amendment, supplement, revision or termination thereof, including the addition or substitution of a Schedule to this Agreement, shall be signed by the Parties, and which, when signed and delivered, shall be taken together to constitute one and the same document.

27. THIS AND PREVIOUS AGREEMENTS

- (a) All the terms and conditions of the Schedules hereto are incorporated into and form part of this Agreement.
- (b) The invalidity of any provision of this Agreement or any covenant herein contained or the unenforceability of the same against any Party hereto shall not affect the validity of any other provision or covenant herein contained or the enforceability of any portion of this Agreement against any other Party hereto;
- (c) This Agreement supersedes all previous written or oral representations, agreements and understandings between the Parties with respect to the subject matter hereof and no amendments shall be valid unless in accordance with Section 26 of this Agreement.
- (d) The obligations of the Parties which expressly, or by their nature, survive the termination or expiration of this Agreement, shall continue in force and effect following termination or expiration until they are satisfied or, by their nature, expire. This includes, but is not limited to, the confidentiality provisions of this Agreement.



28. STATUS OF SERVICE PROVIDER

- (a) The Service Provider acknowledges and agrees this Agreement is in no way deemed or construed to be a contract or agreement of employment.
- (b) The Parties agree and acknowledge that this Agreement does not constitute a partnership, employment agreement or joint venture between the Parties, nor shall any agency relationship arise as a consequence of this Agreement.
- (c) The Parties agree and acknowledge that the Service Provider is under no obligation to provide its services to TBDSSAB, exclusively or otherwise, and TBDSSAB is under no obligation to engage the services of the Service Provider during the Initial Term or for any periods thereafter. The Service Provider shall not rely upon the continuation of the Term to plan its financial affairs.
- (d) Without limiting the generality of the foregoing, the Parties agree that it is not intended by this Agreement, that the Service Provider, or its employees, are employees of TBDSSAB for the purposes of:
- (i) the *Income Tax Act*;
 - (ii) the *Canada Pension Plan*;
 - (iii) the *Employment Insurance Act*;
 - (iv) the *WSIA*;
 - (v) the *Occupational Health and Safety Act*;

all as amended and revised from time to time, and any legislation in substitution therefore.

- (e) Notwithstanding Subsections 28(a) and 28(b), it is the sole and exclusive responsibility of the Service Provider to satisfy itself as to its status and obligations under all legislation, and other laws including, without limitation, the Acts referred to in the said Subsection.
- (f) The Service Provider shall indemnify and hold harmless TBDSSAB from any and all amount required to be paid by the Service Provider, or claimed to be due and owing and for any and all legal costs, including fees and disbursements and for any administrative costs, incurred by TBDSSAB, relating to any failure of the Service Provider to comply with the provisions of any legislation referred to above.

29. FURTHER ASSURANCES

The Service Provider and TBDSSAB agree that each of them shall, upon the reasonable request of the other, provide or execute such further documents or assurances necessary to give effect to this Agreement.

30. WAIVER

Any condoning, excusing, waiver or overlooking of any default, breach or non-observance by either Party at any time in respect of any term or condition of this Agreement shall not operate as a waiver of the rights of the Parties in respect of any subsequent default, breach, or non-observance.



31. NOTICES

- (a) Any notice in writing relating hereto may be delivered in person or sent by courier, fax or may be mailed by certified mail, registered mail or priority post to TBDSSAB addressed to:

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

Telephone: 807.766.2103
Fax: 807.345.6146

- (b) Any notice in writing relating hereto may be delivered in person or sent by courier, fax or may be mailed by certified mail, registered mail or priority post to the Service Provider addressed to:

«Title»
«Child_Care_Centre»
«Program_Mailing_Address»
«Program_Mailing_Address_2»
«City», «Prov» «Program_Postal_Code»

Telephone: «Program_Phone_Number_1»
Fax: «Fax_Number»

- (c) Notices shall be considered delivered on the date of any personal delivery, service by courier or fax transmission and five (5) business days after mailing if the Notice was sent by certified mail, registered mail or priority post. If a mail strike is in progress or there is a reasonable expectation of a mail strike, notice shall be given by one of the alternative permitted methods.

- (d) If at any time, either Party shall give notice to the other Party of a change of address or fax number of said Party giving such notice and from and after the date of giving of such notice, the address or fax number therein specified shall be deemed to be the address or fax number of that Party.

32. BINDING EFFECT

This Agreement shall inure to the benefit of, and be binding upon, the Parties and their respective executors, successors, administrators and assigns, as the case may be.



CHILD CARE AND EARLY YEARS' ONGOING AGREEMENT
Schedule "A" to TBDSSAB By-Law Number ~~02-2022~~¹⁸

THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

IN WITNESS WHEREOF this Agreement has been signed on behalf of TBDSSAB and on behalf of the Service Provider by their duly authorized Signing Officers, respectively.

SIGNED, SEALED AND DELIVERED on the _____ day of _____, 2022.

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

**** Lucy Kloosterhuis,
Chair - TBDSSAB**

**(Affix Corporate Seal or Witness)*

**** William Bradica,
Chief Administrative Officer - TBDSSAB**

SIGNED, SEALED AND DELIVERED on the _____ day of _____, 2022.

**ON BEHALF OF
«CHILD_CARE_CENTRE»**

Witness

**** Signing Officer**

Title: _____

Name: _____

(Please Print)

**(Affix Corporate Seal or Witness)*

Witness

**** Signing Officer**

Title: _____

Name: _____

(Please Print)

* Corporate Seal required OR Witness required where the Service Provider is a sole proprietor or a partner. Not required when Corporate Seal is affixed.

** I have authority to bind the corporation.



BOARD REPORT

REPORT No.: 2022-22

MEETING DATE: JUNE 16, 2022

SUBJECT: CHILD CARE OPERATOR ANNUAL SURPLUS RETENTION AND RECOVERY POLICY

RECOMMENDATION

THAT with respect to Report No. 2022-22 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Child Care Operator Annual Surplus Retention and Recovery Policy, as presented;

AND THAT the Chief Administrative Officer be authorized to amend the Child Care Operator Annual Surplus Retention and Recovery Policy with respect to housekeeping items, as may be required from time to time.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with a Child Care Operator Annual Surplus Retention and Recovery Policy for review and consideration.

BACKGROUND

It is the policy of TBDSSAB to establish a process to confirm the annual operating and accumulated surplus for licensed Child Care Operators. The Child Care Operator Annual Surplus Retention and Recovery Policy would provide TBDSSAB with the ability to exercise its discretion to recover or allow operators to retain annual operating surpluses.

COMMENTS

The intent of the Child Care Operator Annual Surplus Retention and Recovery Policy is to guide TBDSSAB's funding strategy for child care to assist operators in maintaining viable operations and to mitigate unforeseen circumstances that may arise and require additional investment. The overall goal is to promote the long-term financial stability of Child Care Operators.

TBDSSAB engages with Child Care Operators through an annual service agreement that shall be guided by this policy and incorporates operational requirements, standards, targets, and outcomes.

STRATEGIC PLAN IMPACT

The Child Care Operator Annual Surplus Retention and Recovery Policy supports the Practical Vision of a Strong Organization through Financial Stewardship, as identified in the Strategic Plan.

FINANCIAL IMPLICATIONS



There are no immediate financial implications associated with the approval of the Child Care Operator Annual Surplus Retention and Recovery Policy, though application of the policy may result in financial implications on specific instances.

CONCLUSION

It is concluded that the Child Care Operator Annual Surplus Retention and Recovery Policy provides a clear framework for the review and consideration of operating surpluses and should be approved as presented.

REFERENCE MATERIALS

Attachment #1 [Child Care Operator Annual Surplus Retention and Recovery Policy](#)

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

POLICY	CATEGORY/SECTION INTEGRATED SOCIAL SERVICES – CHILD CARE
	SUBJECT CHILD CARE OPERATOR ANNUAL SURPLUS RETENTION AND RECOVERY

AUTHORITY

Child Care and Early Years Act, 2014

INTENT OF POLICY

To promote the long-term financial stability of Child Care Operators, and to confirm the process relative to annual operating surpluses for licensed Child Care Operators.

This policy provides direction regarding how The District of Thunder Bay Social Services Administration Board (TBDSSAB) will exercise its discretion to recover or allow operators to retain annual operating surpluses.

DEFINITIONS

Child Care Operator (Operator): A child care agency, licensed in accordance with the Ministry of Education, *Child Care and Early Years Act, 2014*, that has a Service Agreement with TBDSSAB.

POLICY

It is the policy of TBDSSAB to establish a process to confirm the annual operating and accumulated surplus for licensed Child Care Operators.

STANDARDS OF APPLICATION

Permitted Accumulated Surplus

1. Non-Profit Child Care Operators are permitted to accumulate a surplus up to three (3) months of average operating expenses as a contingency to meet unforeseen requirements or emergency events.
2. The maximum annual surplus will be determined through the annual budget reconciliation process and confirmed in the Service Agreement. Any annual operating surplus in excess of this amount will be recovered by TBDSSAB once an amount equal to three months of average operating expenses has been accumulated.

IMPLEMENTATION / BOARD APPROVAL DATE:

June 16, 2022

REVISION DATE(S):

PAGE

1 of 2

CATEGORY/SECTION	SUBJECT
INTEGRATED SOCIAL SERVICES – CHILD CARE	CHILD CARE OPERATOR ANNUAL SURPLUS RETENTION AND RECOVERY

3. For-Profit Child Care Operators must return any operating surplus in a fiscal year, up to the amount of TBDSSAB-provided funding.

Annual Review

1. Operators are required to submit annual audited financial statements to substantiate appropriate use of funding.
2. Analysis of audited financial statements includes a review of the financial condition of the Operator and is used to determine any annual surplus/deficit and any potential recovery/mitigation.
3. An Operator may submit a business case requesting retention of the annual operating surplus in excess of the maximum allowable retained surplus.
4. Regardless of the Operator’s revenue source, any annual operating surplus earned by the Operator is subject to recovery, up to the amount of TBDSSAB provided funding.

RELATED POLICIES

CS-01:79 - Approval and Signing Authorization Policy

RELATED PROCEDURES

PRC Child Care Operator Surplus Retention

FORMS

None



BOARD REPORT

REPORT No.: 2022-39

MEETING DATE: JUNE 16, 2022

SUBJECT: SOCIAL SERVICES RELIEF FUND UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an update regarding the TBDSSAB's investments under the Social Services Relief Fund (SSRF).

BACKGROUND

In response to the COVID-19 pandemic, Ontario announced a new \$200 million SSRF to assist Service Managers to address community needs and pressures. At the April 16, 2020 Board meeting, Administration presented information on TBDSSAB's allocation of \$1,168,300 under this fund (Report No.: 2020-19).

At the September 17, 2020 Board meeting, Administration presented information on the SSRF Phase 2 funding, which extended efforts to mitigate the ongoing risk for vulnerable people impacted by COVID and established a new capital funding initiative to encourage long-term housing-based solutions to homelessness post-COVID-19 (Report No.: 2020-35). Under SSRF Phase 2, TBDSSAB was allocated \$1,840,459 of which \$1,155,000 was used for capital projects with the remaining \$630,245 used for services, supplies and an administration allowance.

At the January 14, 2021 Board meeting, Administration presented a report confirming an additional SSRF Phase 2 funding allocation of \$1,836,300 that was made available to support additional capital project investment (Report No.: 2021-02). A total of \$1,781,300 was allocated to capital projects, with the remaining amount allocated as an administration allowance.

At the March 18, 2021 Board meeting, Administration presented a report outlining new, one-time mental health and addictions funding to be allocated to select Service

Managers and Indigenous Program Administrators under existing program agreements (Report No.: 2021-10). An allocation of \$1,040,046 was provided to TBDSSAB to support a range of mental health and addictions-related supports and services. This flexible funding was aimed at addressing the pandemic needs of vulnerable people living with mental health and/or addictions issues and was used for eligible operating activities within our service area.

Also at the March 18, 2021 Board meeting, Administration provided initial information on the SSRF Phase 3, and at the April 15, 2021 meeting the Board received a report confirming the allocation to TBDSSAB of \$2,422,782 and the eligibility of projects and initiatives for these funds (Report No. 2021-17). As of December 31, 2021, the entire SSRF Phase 3 funding had been allocated.

At the November 17, 2021 Board meeting, Administration provided information on the details of the SSRF Phase 4 funding (Report No.: 2021CS-10). A total of \$2,722,400 was allocated to TBDSSAB. Subsequent updates were provided at each monthly Board meeting, identifying the areas where investment of the SSRF funding was made. SSRF Phase 4 funding was fully allocated as of March 31, 2022.

COMMENTS

On April 7, 2022, the Board Chair received a letter from the Honourable Steve Clark, Minister of Municipal Affairs and Housing, announcing a fifth phase of the province's SSRF funding. This information was then presented to the Board at the April 21, 2022 meeting (Report No.: 2022CS-06). Under SSRF Phase 5, funding may be used to support operating and capital expenses to mitigate the continued impact of the COVID-19 pandemic on the homelessness sector. Funding is to be used for eligible expenses between April 1, 2022 and December 31, 2022. TBDSSAB received \$1,201,600 for this period.

Under SSRF Phase 5, TBDSSAB will continue to provide support to community groups through the Emergency Pandemic Fund, an application-based initiative that looks to address the needs in all communities through supporting organizations in directly meeting the needs of the most vulnerable. Eligible expenses through the Emergency Pandemic Fund include shelter, community outreach and support, food, transportation, PPE, cleaning supplies and health and safety costs. From April 1 through May 31, 2022, 1 application totalling \$42,040 has been approved under SSRF Phase 5.

TBDSSAB also continues to address the safety and support of tenants in TBDSSAB owned properties as well as those in non-profit owned properties supported through the community housing system. This includes the provision of cleaning services and supplies, additional security for screening and the provision of PPE. From April 1 through May 31, 2022, a total of \$54,543 has been expended in this funding category.

From the beginning of the pandemic, additional stressors have been placed on the emergency shelter system. Reduced capacity to meet public health guidelines and the

need to restrict access under static bed lists have resulted in the need for TBDSSAB to provide funding to overflow emergency shelters - temporary spaces provided to facilitate overnight shelter when access to emergency shelters is limited. Overflow emergency shelters utilize approved space offered and operated by community support organizations, as well as motel spaces as required. Administration will continue to monitor the pressures in this area and work with emergency shelter providers to ensure opportunities for support are addressed.

The following chart outlines all the SSRF Phase 1 through 5 and Mental Health and Addictions funding expended by TBDSSAB through May 31, 2022.

	Mental Health & Addictions	SSRF Phases 1-4	SSRF Phase 5	Total
Capital	-	5,839,438	-	5,839,438
Community Support Applications	727,709	920,762	42,040	1,690,511
Isolation Shelter	15,536	1,151,576	-	1,167,112
Overflow Shelter	-	396,072	-	396,072
Supports to Housing Providers	-	26,873	-	26,873
Rent and Other Supports	50,419	1,303,701	-	1,354,120
Communications & Technology	215,364	42,978	-	258,342
Security	-	593,528	54,453	647,981
Additional Cleaning & PPE	-	198,742	-	198,742
Administration	31,018	298,026	2,984	332,028
Expenditure Subtotal	\$ 1,040,046	\$ 10,771,696	\$ 99,477	\$ 11,911,219
Recoveries				
2021 Program Levy Operating Surplus	-	(409,272)	-	(409,272)
Anishnawbe Mushkiki	-	(55,000)	-	(55,000)
Reaching Home	-	(24,319)	-	(24,319)
Community Homelessness Prevention Initiative	-	(272,864)	-	(272,864)
Total	\$ 1,040,046	\$ 10,010,241	\$ 99,477	\$ 11,149,764

As the needs and pressures related to COVID continue to develop and change, the amounts identified in the Phase 5 investment plan may be adjusted. The objective is to

utilize the available funds in the most impactful manner, within the allowable funding period.

STRATEGIC PLAN IMPACT

Although the SSRF was not identified in the Strategic Plan, it does meet the strategic directions of Investment, Partnerships and Advocacy. The investments have provided supports and protection to the citizens within the District of Thunder Bay in addressing the impacts of the COVID-19 pandemic. There are several long-term positive impacts realized through the investment in capital projects, resulting in additional transitional housing and emergency shelter spaces.

FINANCIAL IMPLICATIONS

The SSRF is a 100% provincially funded program, although recoveries from other sources were realized during Phase 2 and Phase 4. The one-time Mental Health and Addictions funding was a 100% provincially funded initiative.



TBDSSAB is eligible to use up to 3% of each approved funding allocation for administrative costs.

CONCLUSION

It is concluded that this report provides the Board with updated information on the SSRF and Mental Health and Addictions expenditures, funded primarily by the province of Ontario.

REFERENCE MATERIALS

None

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



BOARD REPORT

REPORT No.: 2022-40

MEETING DATE: JUNE 16, 2022

SUBJECT: FIRST REPORT – AMO 2022 POSITION PAPERS

RECOMMENDATION

THAT with respect to Report No. 2022-40 (CAO Division), we The District of Thunder Bay Social Services Administration Board (The Board) receive the First Report – AMO 2022 Position Papers, as presented.

REPORT SUMMARY

To provide The Board with a first report on the position papers for the 2022 Association of Municipalities of Ontario (AMO) Annual Conference.

BACKGROUND

AMO will be holding its 2022 Annual Conference on August 14-17 in Ottawa. As part of the conference programming, organizations may submit requests to meet with a Minister or Parliamentary Assistant.

COMMENTS

Position papers have been drafted by the Integrated Social Services Division team in consultation with the Office of the Chief Administrative Officer on three issues that are recommended to the Board for advocacy with provincial representatives.

The three proposed advocacy topics include:

- 1) Increase to Social Assistance Rates
- 2) Supportive Housing Strategy
- 3) Homelessness Prevention Program Increase and Allocation Method

These three items are presented for the Board's review and discussion. Any changes identified by the Board by consensus will be incorporated into a final draft. Any additional advocacy items identified by the Board during the June 15 meeting will be presented for approval at the July 21, 2022 Board meeting.

STRATEGIC PLAN IMPACT

This report aligns with the following Strategic Direction: Advocacy

FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that the First Report – AMO 2022 Position Papers be received as presented.

REFERENCE MATERIALS

Attachment #1 [Draft Position Papers – AMO 2022](#)

PREPARED BY:	Carole Lem, Communications & Engagement Officer Aaron Park, Supervisor, Research and Social Policy
SIGNATURE	
APPROVED BY	William (Bill) Bradica, Chief Administrative Officer
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Minister of Children, Community and Social Services

Aug. XX, 2022

Brief: The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Ministry of Children, Community and Social Services (MCCSS) to address the adequacy of current social assistance rates, in particular the need to improve the maximum shelter allowances for recipients of Ontario Works.

Summary

TBDSSAB urges MCCSS to adjust Ontario Works shelter rates to match local average market rents and to set basic needs and shelter rates for Ontario Works according to locally defined market baskets of essential goods, including transportation, telephone, average market rents and a nutritious food basket, that are adjusted annually according to the Consumer Price Index.

Background

Rents in Thunder Bay increased 3.5% between 2018 and 2019, 2.3% from 2019 and 2020 and by 3.1% from 2020 and 2021.¹ As illustrated in Figure A, Ontario Works shelter allowances are insufficient to cover housing expenses for a benefit unit of their size. Households are then placed in the position to draw on their Basic Needs Allowances meant for food and clothing to pay for shelter costs.

For example, a single individual on Ontario Works receiving a Shelter rate of \$390 and Basic Needs Allowance of \$343 (total combined \$733) will experience a shortfall of approximately \$490 after paying the average rent on a bachelor apartment (\$809.00), the cost of a nutritious food basket (\$264.56), transportation (\$80) and telephone (\$60) in Thunder Bay and this list does not include other household necessities which would further add to the deficit.²

¹ Canada Mortgage and Housing Corporation. Housing Market Information Portal. 2021. <https://www.cmhc-schl.gc.ca/hmiportal>

² Thunder Bay District Health Unit. "The Cost of Eating Well in the District of Thunder Bay 2021." <https://www.tbdhu.com/sites/default/files/files/resource/2019-10/The%20Cost%20of%20Eating%20Well%202019.pdf>

Figure A: Shelter Allowances Compared to Average Rent in Thunder Bay³

Benefit Unit Size	Apartment Size	Average Rent (Thunder Bay)	OW Shelter Rate	Average Shelter Allowance Shortfall
1	Bachelor	\$809	\$390	-\$419
2	1 Bedroom	\$950	\$642	-\$308
3	2 Bedroom	\$1,168	\$697	-\$471
4	3+ Bedroom	\$1,083	\$756	-\$327
5	3+ Bedroom	\$1,083	\$815	-\$268
6+	3+ Bedroom	\$1,083	\$844	-\$239

Households in such circumstances ultimately turn to food banks to account for some of this shortfall. In the District of Thunder Bay, over 26,000 meals are provided each month.⁴

Further, the Basic Needs allowance has not increased since 2018. According to the Bank of Canada, the cost of a fixed basket of consumer products has risen by 12.38% between 2018 and 2022.⁵ Further significant inflation in 2022 to date is driving the costs of these products dramatically higher.

Canadian Inflation Rates

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2022	5.1%	5.7%	6.7%	6.8%								
2021	1.0%	1.1%	2.2%	3.4%	3.6%	3.1%	3.7%	4.1%	4.4%	4.7%	4.7%	4.8% ⁶

³ Note: for benefit units above 4 members, the average rent for 3+ bedrooms used as per available data from CMHC. The average rent for units above 3 bedrooms will be higher, resulting in an increased deficit. October 2021 rents, current 2022 OW shelter rates.

⁴ Regional Food Distribution Association. FAQs. <http://www.foodbanksnorthwest.ca/about-us/faqs/> Accessed May 4, 2022.

⁵ Bank of Canada Inflation Calculator. <https://www.bankofcanada.ca/rates/related/inflation-calculator/>

⁶ Canadian Inflation Rates. <https://www.rateinflation.com/inflation-rate/canada-historical-inflation-rate> Accessed June 7, 2022.

This results in significantly less buying power today for recipients of Social Assistance. Therefore, the Basic Needs allowance should be increased and set to rise each year with the increased cost of living to ensure individuals and families maintain the same buying power year over year.

Therefore, TBDSSAB urges the MCCSS to adjust Ontario Works shelter rates to match local average market rents. As well, TBDSSAB calls on the MCCSS to set basic needs and shelter rates for Ontario Works according to locally defined market baskets of essential goods—including transportation, telephone, average market rents and a nutritious food basket—that are adjusted annually according to the Consumer Price Index.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Minister of Municipal Affairs and Housing

Minister of Health

Minister of Children, Community and Social Services

Aug. XX, 2022

Brief: The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Province to establish a Supportive Housing Strategy for Ontario.

Summary

TBDSSAB urges the MMAH, MOH, and MCCSS to continue the important work established by the virtual engagement process initiated by the three ministries that sought targeted input and feedback on how the government can improve the supportive housing system. These engagement sessions were followed by the release of **What We Heard: Improving Ontario's Supportive Housing Programs 2020-2021**. The TBDSSAB urges the MMAH, MOH, and MCCSS to work with Service Managers to finalize an Ontario Supportive Housing Strategy.

Background

It is evident that various supports and supportive housing solutions are required to ensure successful tenancies, prevent evictions, and to end the cycle of homelessness. For example, the Housing First approach to ending homelessness is well-known for its individualized and client-driven supports as a core principle in sustaining permanent housing.

Similarly, the Home for Good initiative (now part of Homelessness Prevention Programs) launched by the Province committed funding to help Service Managers house homeless individuals and connect them to appropriate supports to establish successful transitions into stable housing.

From inception, the TBDSSAB, through the Home for Good program has housed 249 individuals. As of March 2022, 70 individuals are receiving a portable Home for Good subsidy. 82 clients are provided with case management services through the HFG support staff from Dilico and SJCG.

In addition, since 2021 TBDSSAB has worked in partnership with Elevate NWO through the Social Services Relief Fund (SSRF) to support 41 individuals who were living in encampment-style or precarious housing environments. This partnership evolved into housing 25 individuals in cluster units in TBDSSAB housing with supports in place, and 12 individuals gaining employment at Elevate's warming centre. TBDSSAB also partnered with Matawa's WiiChiiHehWayWin street outreach program to provide more than 1,691 people with much needed supports and outreach services.

Further, through recent investment from the SSRF, TBDSSAB has realized the establishment of 51 new/planned transitional housing spaces. SSRF funding allowed for partnerships to be identified for the operational functions while TBDSSAB supported the capital development.

These new beds build upon the previous investments made in supportive and transitional housing stock. Through the Investment in Affordable Housing (IAH) and HFG program the TBDSSAB provided funding for 20 units as part of the Salvation Army's Journey to Life Program and another 20 units at the Lodge on Dawson through the HFG program. Despite these investments, more supportive and transitional solutions are required. The By-Name List for the District of Thunder Bay currently has 722 active individuals with that number expected to rise as more organizations in the TBDSSAB service area are added to the system.

The supportive approach initiated by MMAH to addressing homelessness is the proper method for creating permanent and independent housing solutions.

The high incidences of poor mental health and addiction amongst the homeless population is well documented. Data from the TBDSSAB's 2021 Point in Time Count of the homelessness population showed that 78% of participants reported having used substances and 53% reported having a mental health condition.

In addition, the former North West LHIN (now Ontario Health North) had indicated that admission rates to inpatient adult mental health units is the 3rd highest in the province (33.7 per 1000 population compared to 24.9 per 1,000 population provincially). The average length of stay in inpatient adult mental health units was the highest in the province at 34.9 days and the number of admissions to inpatient adult mental health units is the second highest in the province (671.1 per 100,000, compared to 511.7 per 100,000 population provincially). Additionally, Opioid-related morbidity and mortality in the District of Thunder Bay, like mental illness, occurs at a rate much higher than the provincial average. Further, 54% of residents aged 19 and older exceed at least one of

Canada's Low-Risk Alcohol Drinking Guidelines, compared to the 44% average for Ontario¹

Without appropriate supports and supportive housing in place, homeless individuals have a much lower likelihood of housing retention.

A multi-ministry pan Ontario supportive housing strategy will ensure a more efficient system that will better support people with needs who require support from multiple systems.

Therefore, TBDSSAB urges the Province of Ontario to establish a Supportive Housing Strategy for Ontario, and engage Service Managers in the design and delivery process.

¹ Ontario Agency for Health Protection and Promotion (Public Health Ontario). Snapshots: Alcohol Use Snapshot: Self-reported rate of exceeding either low-risk alcohol drinking guideline, accessed June 9, 2022.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Minister of Municipal Affairs and Housing

Aug. XX, 2022

Brief: The District of Thunder Bay Social Services Administration Board (TBDSSAB) appreciates and acknowledges the amalgamation of the Home for Good (HFG), Strong Communities Rent Supplement Program and Community Homelessness Prevention Initiative (CHPI) funding allocations and the increased flexibility allowed under the Homelessness Prevention Program (HPP). However, the TBDSSAB urges the MMAH to increase the TBDSSAB allocation to at least \$6,194,503, revise the current allocation methodology utilized for HPP allotment, and to hold the allowable administration level at 7.5%.

Summary

In order to build upon the success of the former HFG and SSRF programs and reduce the number of emergency shelter bed nights used by people experiencing chronic homelessness, the TBDSSAB urges the MMAH to increase the HPP funding amount to at least \$6,194,903 to allow the TBDSSAB to expand transitional services for those experiencing chronic homelessness. Further, it is requested that the MMAH revise the current utilization methodology utilized for the HPP allotment.

Background

Through the former HFG funding allocation, the TBDSSAB created a system to house homeless individuals and families with appropriate supports by utilizing a special category on the Community Housing waitlist called the High Needs Homeless (HNH).

The system works by the TBDSSAB Transition Outreach Support Workers (TOSW) attending the emergency shelters to assist the homeless to complete the Community Housing application as well as completing an initial Service Prioritization Decision Assistance Tool (SPDAT) assessment to determine their support needs.

Once completed, and if determined eligible, the individual or family is placed on the HNH waitlist and a support referral is made to a HNH funded support agency. These

supports were previously funded through HFG and will continue to be funded through HPP.

TBDSSAB has established partnerships with Dilico Anishinabek Family Care and St. Joseph's Care Group to deliver support services. The HNH support workers, in partnership with the TOSW, work to stabilize their support needs and work to secure stable housing. Once an individual is established at the top of the HNH waitlist they may receive a unit within the Community Housing stock, a rent supplement unit or may receive a portable benefit funded through the HPP program. In circumstances where an individual is determined to need more time to adjust to independent living, they will be referred to the Lodge on Dawson, a transitional housing environment that was established through the capital component of the former HFG funding.

From inception, the Home for Good program has housed 249 individuals. As of March 2022, 70 individuals are receiving a portable Home for Good subsidy. 82 clients are provided with case management services through the HFG support staff from Dilico and SJCG. As this is a transitional housing and support program, individuals do progress on to more independent living, often receiving rent supports from TBDSSAB.

Since Fall 2021, TBDSSAB has worked in partnership with Elevate NWO through the Social Services Relief Fund (SSRF) to support 41 individuals who were living in encampment-style or precarious housing environments. This partnership evolved into housing 25 individuals in cluster units in TBDSSAB housing with supports in place, and 12 individuals gaining employment at Elevate's warming centre. TBDSSAB also partnered with Matawa's WiiChiiHehWayWin street outreach program to provide more than 1,691 people with much needed supports and outreach services.

In addition, through recent investment from the SSRF TBDSSAB has realized the establishment of 51 new/planned transitional housing spaces. SSRF funding allowed for partnerships to be identified for the operational functions while TBDSSAB supported the capital development.

Despite the successful implementation of the HFG program and the strategic investments through the SSRF, people experiencing chronic homelessness have accounted for 22% of the emergency shelter bed nights used in 2022. In addition, there are 85 individuals on the High Needs Homeless waitlist for HNH supports. With the requested increase in HPP funding of \$627,103, the TBDSSAB will be able to support an additional 45-50¹ chronic homeless individuals and families, helping to achieve the province's stated goal of addressing chronic homelessness.

In addition, the TBDSSAB encourages MMAH to adjust the methodology used to allocate the available HPP funds. The TBDSSAB suggests that the By-Name List

¹ Estimated number of individuals that can be supported is based on the cost to support and house an individual through the former HFG program.

number adjusted for population should be the primary indicator for the allocation of funding.

The MMAH should also take into consideration additional funding for Service Managers with rural and remote locations. Rural and remote communities do not typically have the purpose-built infrastructure to accommodate homeless populations. In these cases, more expensive options exist such as motel stays for the homeless. This costs more than the cost of a stay at a designated emergency shelter. The TBDSSAB's Point in Time Count showed a high number of homeless individuals in several the smaller locations across the District of Thunder Bay. Therefore, additional funding, beyond the \$627,103 being requested today, would also be needed to provide supports to individuals in other communities in the TBDSSAB service area. Currently most of the homeless prevention service effort is concentrated in the City of Thunder Bay and TBDSSAB is using a portion of the SSRF Phase 5 to determine the level of service that is needed in the other 14 communities in the District of Thunder Bay.

Further, the high rates of mental health and addictions rates in the North contribute to challenges in stabilizing homeless individuals and accessing appropriate supports. The TBDSSAB's 2016, 2018, and 2021 PiT Counts all showed very high incidences of mental health and addictions amongst the homeless population.

In addition, the former North West LHIN (now Ontario Health North) had indicated that admission rates to inpatient adult mental health units is the 3rd highest in the province (33.7 per 1000 population compared to 24.9 per 1,000 population provincially). The average length of stay in inpatient adult mental health units was the highest in the province at 34.9 days and the number of admissions to inpatient adult mental health units is the second highest in the province (671.1 per 100,000, compared to 511.7 per 100,000 population provincially). Additionally, Opioid-related morbidity and mortality in the District of Thunder Bay, like mental illness, occurs at a rate much higher than the provincial average. Further, 54% of residents aged 19 and older exceed at least one of Canada's Low-Risk Alcohol Drinking Guidelines, compared to the 44% average for Ontario²

Addressing poor mental health and addictions is key to building successful tenancies for those currently homeless. Additional consideration of these pressures should be included in the allocation methodology. These factors should be considered in a new HPP allocation methodology.

The TBDSSAB also urges the MMAH to reconsider the reduction of the allowable HPP administration from 7.5% to 5%. The allowable HPP administration percentage has decreased from 10% to 7.5% in this current funding year and is announced to be further reduced to 5% in 2022-23. This reduction results in fewer resources available to Service Managers to deliver the HPP program and results in a download on the municipalities in

² Ontario Agency for Health Protection and Promotion (Public Health Ontario). Snapshots: Alcohol Use Snapshot: Self-reported rate of exceeding either low-risk alcohol drinking guideline, accessed June 9, 2022.

the District of Thunder Bay to continue to ensure staffing levels are sufficient to deliver the provincially funded programs.

Therefore, TBDSSAB urges the MMAH to increase the TBDSSAB's HPP allocation to at least \$6,194,503, revise the current allocation methodology utilized for HPP allotment, and allow Service Manager's to utilize up to 7.5% of the HPP allocation for administration costs.



Memorandum

Date: June 3, 2022
To: Members of the Board
From: Bill Bradica, Chief Administrative Officer
Subject: **Election of Vice-Chair, Audit Committee Member and CHPI Advisory Table Member**

Following the June 2, 2022 Provincial Election results and the departure of Kevin Holland, Vice Chair from the Board later this month, the positions of Vice Chair, Audit Committee Member and Community Homelessness Prevention Advisory Table Member will need to be filled.

Administration recommends that nominations be sought and an election held at the June 16, 2022 Board Meeting to fill the positions noted above. Following the nomination process the following Resolution will be presented to the Board for consideration.

THAT the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, effective June 16, 2022 for the term ending December 31, 2022, be filled by _____.

AND THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, effective June 16, 2022, for the term ending December 31, 2022:

AND THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Community Homelessness Prevention Initiative Advisory Table, effective June 16, 2022, for the term ending December 31, 2022:

Sincerely,

William (Bill) Bradica
Chief Administrative Officer

WB/gf

From: MinistreSA / MinisterIS <ministresa-ministeris@sac-isc.gc.ca>
Date: May 26, 2022 at 5:39:44 PM EDT
To: William Bradica <William.Bradica@tbdssab.ca>
Subject: Urban and Rural Indigenous Housing Strategy

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Dear Lucy Kloosterhuis:

This is in response to your correspondence of February 17, 2022, regarding the Urban and Rural Indigenous Housing Strategy, which included Resolution number 22/07, Report number 2022-02 with the accompanying report entitled 2021 Point in Time Count of People Experiencing Homelessness in the District of Thunder Bay.

While I regret that I am unable to accept your request to meet to discuss the report and recommendations, Jordano Nudo, Acting Director of Policy, from my office would be pleased to meet with you on this matter. Jordano can be reached by email at Jordano.Nudo@sac-isc.gc.ca.

Thank you for writing.

Yours sincerely,

The Honourable Patty Hajdu, P.C., M.P.

Sent on behalf of the Honourable Patty Hajdu

From: Board Chair <Board.Chair@tbdssab.ca>

Sent: February 17, 2022 3:26 PM

To: 'HDI.Minister-Ministre.LDI@inf.gc.ca' <HDI.Minister-Ministre.LDI@inf.gc.ca>;

'hcminister.ministresc@hc-sc.gc.ca' <hcminister.ministresc@hc-sc.gc.ca>;

'mhaminister.ministresmd@hc-sc.gc.ca' <mhaminister.ministresmd@hc-sc.gc.ca>; Hajdu, Patty - M.P.

<Patty.Hajdu@parl.gc.ca>

Cc: 'premier@ontario.ca' <premier@ontario.ca>; Prime Minister's Office <pm@pm.gc.ca>;

'minister.mah@ontario.ca' <minister.mah@ontario.ca>; 'greg.rickford@ontario.ca'

<greg.rickford@ontario.ca>; 'rdgcc@anishinabek.ca' <rdgcc@anishinabek.ca>;
'executivedirector@fenfc.org' <executivedirector@fenfc.org>; 'renald.beaulieu@greenstone.ca'
<renald.beaulieu@greenstone.ca>; 'mayor@neebing.org' <mayor@neebing.org>;
'mayor@marathon.ca' <mayor@marathon.ca>; Mayor Kevin Holland <mayorholland@conmee.com>;
'bbeatty@doriontownship.ca' <bbeatty@doriontownship.ca>; reevewrightgillies
<reevewrightgillies@gmail.com>; 'jmaceachern@manitouwadge.ca'
<jmaceachern@manitouwadge.ca>; 'mayor@nipigon.net' <mayor@nipigon.net>;
'twpoconn@tbaytel.net' <twpoconn@tbaytel.net>; 'mayor.lucy@tbaytel.net'
<mayor.lucy@tbaytel.net>; 'drobinson@redrocktownship.com' <drobinson@redrocktownship.com>;
'mayor@schreiber.ca' <mayor@schreiber.ca>; 'wlandry@shuniah.org' <wlandry@shuniah.org>;
'mayor@terracebay.ca' <mayor@terracebay.ca>; 'bill.mauro@thunderbay.ca'
<bill.mauro@thunderbay.ca>; aaiello <aaiello@thunderbay.ca>; Aldo Ruberto
<Aldo.Ruberto@thunderbay.ca>; Andrew Foulds <Andrew.Foulds@thunderbay.ca>; Brian Hamilton
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'weegeek66@hotmail.com' <weegeek66@hotmail.com>; 'tamara.spence@tbifc.ca'
<tamara.spence@tbifc.ca>; 'nmiller@matawa.on.ca' <nmiller@matawa.on.ca>;
'debra@beendigen.com' <debra@beendigen.com>; 'info@margaretfroh.ca' <info@margaretfroh.ca>;
'executivedirector@fenfc.org' <executivedirector@fenfc.org>; 'rdgcc.hardy@anishinabek.ca'
<rdgcc.hardy@anishinabek.ca>; 'fwfn@nokiiwin.com' <fwfn@nokiiwin.com>; 'pjones@nan.ca'
<pjones@nan.ca>

Subject: Urban and Rural Indigenous Housing Strategy

Good Afternoon

Attached for your information is correspondence and attachments regarding the Urban and Rural Indigenous Housing Strategy.

Please contact the TBDSSAB Office as indicated in the correspondence if you have any questions.

Lucy Kloosterhuis, Chair

The District of Thunder Bay Social Services Administration Board

TF: 1-877-281-2958 | T: (807) 766-2103 | F: (807) 345-6146 | www.tbdssab.ca

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