



DATE OF MEETING: NOVEMBER 17, 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

PRESENTATIONS

The District of Thunder Bay Social
Services Administration Board Situation
Analysis

Cindy Crowe, Executive Director, Blue Sky Community Healing Centre to provide a report and presentation regarding The District of Thunder Bay Social Services Administration Board situation analysis on the enhancement of Indigenous awareness and relations, for information only. **(Pages 6 - 27)**

PowerPoint presentation to provided separately.

NEW BUSINESSCONFIRMATION OF BOARD MEETING AGENDA**Resolution No. 22/100**

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for November 17, 2022, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS**Board Meetings**

Minutes of [Meeting No. 18/2022](#) (Regular Session) and [Meeting No. 19/2022](#) (Closed Session) of TBDSSAB, held on October 20, 2022, respectively, to be confirmed.
(Pages 28 - 37)

Resolution No. 22/101

THAT the Minutes of Meeting No. 18/2022 (Regular Session) and Meeting No. 19/2022 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on October 20, 2022, respectively, be confirmed.

Committee Meetings

Draft Minutes of the [October 24, 2022 Audit Committee Meeting](#) be presented, for information only. **(Pages 38 - 39)**

CLOSED SESSION MEETING

Administration recommends that the Board adjourns to a closed meeting relative to security of the property of the Board regarding the Physical Security Review of TBDSSAB properties.

Resolution No. 22/102

THAT Administration recommends that the Board adjourns to a closed meeting relative to security of the property of the Board regarding the Security Consultants Presentation and Report on the Physical Security Review of TBDSSAB properties.

REPORTS OF ADMINISTRATION

Physical Security Review

[Report No. 2022-65](#), (Corporate Services Division) relative to providing the Board with information on the results of the Physical Security Review completed on TBDSSAB direct-owned properties, for consideration. **(Page 40 - 44)**

Resolution No. 22/103

THAT With respect to Report No. 2022-65 (Corporate Services Division and Integrated Social Services Division), we, The District of Thunder Bay Social Services Administration Board, accept the results of the Physical Security Review, and approve the development of strategies with related financial resources, to be included in future proposed operating and capital budgets, as appropriate.

2022 Third Quarter Financial Report

[Report No. 2022-66](#), (Corporate Services Division) relative to providing the Board with the 2022 Third Quarter Financial Report, and projection to year-end, for information only. **(Pages 45 - 70)**

Social Services Relief Fund Update

[Report No. 2022-67](#), (Integrated Social Services Division) relative to providing information regarding TBDSSAB's investments under the Social Services Relief Fund, for information only. **(Pages 71 - 74)**

Third Quarter Operational Report

[Report No. 2022-68](#), (Integrated Social Services Division) relative to providing the Board with the trends within TBDSSAB programs and services, for information only. **(Pages 75 - 86)**

Canada Wide Early Learning Child Care Update

[Report No. 2022-69](#), (Integrated Social Services Division) relative to providing an update on the implementation of the Canada Wide Early Learning Child Care system, for information only. **(Pages 87 - 90)**

Social Assistance Program Update

[Report No. 2022-70](#), (Integrated Social Services Division) relative to providing the Board with an update on the current activities and future vision of Social Assistance programs, for information only. **(Pages 91 - 101)**

Homelessness Migration Study

[Report No. 2022-71](#), (Integrated Social Services Division) relative to providing the Board with information on the Homelessness Migration Study completed in partnership with Lakehead University, for information only. **(Pages 102 - 152)**

Rural Ontario Municipal Association
2023 Position Papers

[Report No. 2022-72](#), (Chief Administrative Officer Division) relative to providing the Board with the position papers for the 2023 Rural Ontario Municipal Association Annual Conference, for consideration. **(Pages 153 - 168)**

Resolution No. 22/104

THAT with respect to Report No. 2022-72 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the Rural Ontario Municipal Association (ROMA) 2023 Position Papers as presented;

AND THAT we direct the Chief Administrative Officer (CAO) to incorporate any edits to the position papers recommended by the Board by consensus into a final delegation package;

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

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

AND THAT the CAO attend the 2023 ROMA conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

TBDSSAB 3rd Quarter Strategic Plan
Update

[Report No. 2022-73](#), (Chief Administrative Officer Division) relative to providing the Board with the quarterly update on the Strategic Plan 2023 progress as at September 30, 2022, for consideration. **(Pages 169 - 176)**

Resolution No. 22/105

THAT with respect to Report No. 2022-73 (Chief Administrative Officer Division), we, The District of Thunder Bay Social Services Administration Board, receive the 2023 Strategic Plan – 2022 Third Quarter Update for information only.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, January 12, 2023 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. 22/106

THAT the Board Meeting No. 20/2022 of The District of Thunder Bay Social Services Administration Board, held on November 17, 2022, be adjourned at _____ a.m./p.m.

REVISED Situation Analysis Report to



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

From



Blue Sky
Strategic Group

CONFIDENTIAL

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Introduction

The enhancement of Indigenous awareness and relations is a strategic directive in the Thunder Bay District Social Services Administration Board (TBDSSAB) 2020 – 2023 Strategic Plan. As a result of this directive, TBDSSAB contracted Blue Sky Strategic Group to assist with these directives in 2021. A proposal and workplan was developed in October of 2021 and the two organizations have been completing those activities since that time. This is the revised report to present to the TBDSSAB Board of Directors, staff, and Indigenous Partners.

Board Representation

Activities

- Meetings with TBDSSAB departments to fully understand Board's objectives, review of strategic plans and organizational chart
- Conducted research on what other provinces are doing concerning Indigenous representation on Social Services Boards (including working with an independent researcher)
- Developed and provided rationale for TBDSSAB review
- Requested Letters of Support from TBDSSAB Indigenous partners – provided Letter of Authorization for Blue Sky to conduct this work, provided draft template of Letter of Support
- Presented rationale to TBDSSAB Indigenous partners
- Meetings with 211 North to obtain complete listing of potential Indigenous partners in the Thunder Bay District
- Received seven Letter of Support from TBDSSAB Indigenous Partners i.e., Thunder Bay Indigenous Friendship Centre, Kinna-aweya, Mahmowenchike, Anishnawbe Mushkiki, Thunderbird Friendship Centre, Matawa and Native People of Thunder Bay Development Corporation
- Presentation to the TBDSSAB Board of Directors
- TBDSSAB representatives met with Dr. Merrilee Fullerton, Minister of Children, Community and Social Services (MCCSS). This brief meeting is being used as an opportunity to simply identify to the Minister that the Board has identified Indigenous representation a strategic priority and will be gathering input and meeting with Indigenous led organizations and will determine a more specific request at a future meeting with the Minister (i.e., not part of a conference)
- Received a letter from the Minister included in the Appendices

Observations

- Research was conducted to determine if other provinces in the country were incorporating Indigenous representation on their boards
- This research was presented to the TBDSSAB Board of Directors as well as the TBDSSAB Indigenous Partners. The TBDSSAB Indigenous Partners were invited to participate their feedback was received
- In addition, the Knowledge Keepers of the Blue Sky Strategic Group were invited to provide their input and recommendations

Recommendations

1. Through the engagement with Indigenous Knowledge Keepers of the Blue Sky Strategic Group concerning this situation, it is recommended that four Indigenous representatives sit on the TBDSSAB Board of Directors. These four representatives would be from the following traditional areas: Nishnawbe Aski Nation; Grand Council Treaty #3; Anishinabek Nation; and the Métis Nation of Ontario. It is further recommended that these representatives are recognized and respected as community champions i.e., expert in their field, Elder, young leader in the community, traditional Knowledge Keeper, lived experience, service recipient and so on, rather than a political appointment. Initiate relationship with the Grand Council Treaty #3 to make this feasible. Meet with these four political bodies (altogether if possible) to discuss how to have the four political bodies appoint these four representatives
2. Continue advocacy with Minister Fullerton of MCCSS re: DSSAB Act in 2023. When the date of the next meeting with the Minister is identified, provide update to TBDSSAB Indigenous Partners, and keep them abreast of next steps. Following the engagement with the TBDSSAB Indigenous partners, the TBDSSAB Board of Directors and the organization will advocate to have a working relationship with the policy makers i.e., Ministry of Ontario. As part of a multi-pronged approach being recommended, Indigenous representation must be part of the discussion with the Minister. Further, invite additional letters of support from TBDSSAB Indigenous Partners for meeting with Minister
3. Indigenous representation on the TBDSSAB board is only a very small first step. Further policy revisions need to be incorporated with the engagement of the Indigenous community as well as service recipients to address all the considerations required including but not limited to advocacy, strategies, and funding purposes. Position Papers could be drafted in partnership with Indigenous Partners. This is an example of a tool available to assist with the decolonization of the current policies and developing new ones <https://www.ictinc.ca/blog/indigenous-cultural-competency-self-assessment-checklist>
4. The TBDSSAB board and organization are advised to include a Diversity, Equity, Inclusion, & Anti-Racism strategy within their organizational strategies

Board Cultural Competency

Activities: Board Sharing Circle

Sharing Circle conducted on May 19, 2022, for the TBDSSAB Board of Directors.

Observations

Feedback from the TBDSSAB Board of Directors concerning the Sharing Circle through an anonymous poll was positive. They thought the activity was a valuable exercise to experience; they would participate in it again if it was offered; and, they would like to see sharing circles conducted on a more regular basis (*“annually”*) (*“Every 4 years when new board terms begin”*).

Additional comments:

- *“Very satisfying and informative as I had never taken part in a sharing circle before”*

- *“Felt it was time well spent. Good team building exercise as well as a cultural experience. Great idea to have for a new Board of Directors at the beginning of their term. Facilitator assisted greatly in the activity”*

Recommendations

5. Identify a regular timeline to conduct TBDSSAB Board of Directors Sharing Circles i.e., minimum every four years (at the beginning of the new term), optimum annually

Activities: Board Cultural Competency Training

Training for the TBDSSAB Board of Directors has been deferred to February 2023, or early in the orientation process for the incoming Board (following the October elections).

Observations

- Great to see the Chair of the TBDSSAB Board attending community events such as: the anniversary celebrations of the housing buildings and participating in the cultural activities

Recommendations

6. Identify a regular timeline to provide culturally appropriate training, specifically the true oppression of the Indigenous peoples historically and currently, to the TBDSSAB Board of Directors i.e., minimum every four years (at the beginning of the new term), optimum annually
7. It is recommended that the members of the TBDSSAB board attend district community gatherings i.e., minimum bi-annually, optimum to ensure TBDSSAB board representation (rotate appointees) at all community gatherings i.e., seasonal gatherings, community gatherings. Further, the TBDSSAB board should always ensure that a representative (board or management) attend any community gathering they are being invited to

Staff Cultural Competency

Activities: Staff Sharing Circles

- looking to encourage hiring of more Indigenous staff for the benefit of the recipients – “so they can see themselves in the staff”
- Sharing Circles for the staff to assist them with a comfort level to share and self-identify. If the staff feel comfortable enough to self-identify with their service recipients, it may be reassuring to the recipients

Observations

Feedback from the TBDSSAB staff concerning the Sharing Circle through an anonymous poll was positive. They thought the activity was a valuable exercise to experience (*“I found it valuable but very fast. I would have liked to be more prepared in how a sharing circle works so I may have been able to share more”*); they would participate in it again if it was offered; and, they would like to see sharing circles conducted on a more regular basis (*“Doesn't need to be regularly, but certainly more often”*) (*“Added opportunities for staff to engage with leadership in a safe-space in ALL departments”*). Additional comments:

- *“Would be great to have guided discussion/topics to reflect upon before participating OR introduced before circle opening ceremony. Discussion was great!”*
- *“I would like to see more people get involved”*
- *“I think these Sharing Circles are a necessity. I was unsure of what to expect, but I quickly realized how important this opportunity was. Being able to hear everyone's personal experiences, and ideas on how to make our client's experiences more holistic and intentional, was irreplaceable. I felt a deep connection with those in the circle with me. It was a meaningful way to get to know coworkers that I wouldn't interact with otherwise, and knowing that the opinions held the clients and employees of TBDSSAB felt validating. I left feeling valuable, acknowledged, and connected to those around me. To Cindy, Carol, The Wellness Committee, and TBDSSAB - Miigwetch!!”*
- *“I would like to see more staff engaging in this as it is about helping and doing our best with and for our diverse clientele, each with specific needs or wants. Many suggestions are great but realistically from my Intake 'point of view' it is impossible to take clients to the side or offer tea. We get the brunt of everything down here from all sectors of dssab roles. We are skilled workers but not trained as Social Workers and we must keep the flow moving. There is a limit of what we can do and/or provide up front, nothing hot or sharp i.e.: (cannot issue scissors). It can be full house down here with urgency at every turn to address. Privacy is not the best but we ask those waiting to stand back or take a seat, so as to not crowd the one being served. Safety is also a growing concern.”*
- *“I wish more time had been offered. I also thought it was going to be an opportunity to provide some feedback to the organization on how TBDSSAB could offer more inclusive practices but felt that the Child Care sector wasn't discussed/consulted as much as I would have hoped. I would definitely like to attend again. Cindy was a wonderful facilitator and I appreciated her vulnerability.”*

Recommendations

8. It is important for the service recipients and community to see themselves in the TBDSSAB environment and staffing. Incorporating more Indigenous cultural activities internally will encourage Indigenous staff recruitment. Encourage more open and inclusive workplace culture to make it known that it's a safe place to disclose. Implement strategies to build up to self-disclosure forms. Identify a regular timeline to conduct Sharing Circles with the TBDSSAB staff to encourage more staff self-identification, sharing of vulnerabilities, all beneficial for service recipients i.e., minimum annually, optimum quarterly
9. Regarding TBDSSAB staff engagement, providing as many accessible options as possible for service engagement i.e., when focus groups happen, also host one online for folks that cannot attend, or provide the survey opportunities or one-on-one interviews

Activities: Staff Cultural Competency Training

- Training took place on two sessions, both in person as well as online for three hours each. The training focused on Indigenous Identity and providing Indigenous Trauma Informed Care.

Observations

- Refer to Appendices for complete summary of evaluations completed by sixteen participants
- Sampling of some comments provided
 - *“Not enough time to discuss all of the topics without having to rush.”*
 - *“More time than just the morning maybe the whole day.”*
 - *“It was great but I would have loved to be in person as opposed to online.”*
 - *“The last few topics were rushed through a bit because we were running out of time.”*
 - *“Just that it was a little too short. I felt it definitely could use a full day.”*
 - *“Might be better to give this training to all staff, not just the ones who are willing to sign up kinda thing.”*

Recommendations

10. Identify a regular timeline to provide culturally appropriate training, specifically the true oppression of the Indigenous peoples historically and currently, to the TBDSSAB staff i.e., minimum annually, optimum quarterly

Situation Analysis

Activities: Tours and Job Shadowing

- Tours of many TBDSSAB locations including headquarters, satellite offices (Geraldton, Kakabeka, Longlac, Manitouwadge, Marathon, Nipigon, Schreiber), housing locations, early Ontario Child and Family Centre, partner locations. For more details refer to chart in appendices
- Job shadowing key service providers including intake, housing, case workers, TOSW, TSW, repair person. For more details refer to chart in appendices

Observations

- Constantly impressed with level of respect, commitment, and compassion of the TBDSSAB Board of Directors, Management, and staff
- Social Navigators are providing ‘soft handoffs’ to recipients from one organization to another i.e., if the recipient doesn’t meet TBDSSAB criteria, another Social Navigator takes over from another organization
- Using the Social Services Relief Fund, the debts of many tenants/recipients being eliminated

Recommendations

11. Incorporating tradition/reconciliation into everyday TBDSSAB practice, such as, Land Acknowledgements, Opening and Closing ceremonies, regular smudging of properties (especially giving the option after a death or traumatic event), having smudging available to service recipients at Intake, etc.
12. Incorporating more traditional ceremonies in meetings, events is important. It is recommended that a dedicated Wellness Room at TBDSSAB headquarters and satellite offices be incorporated for smudging, sitting with an Elder, decompressing, having access to medicines to promote healing and wellness for service recipients and staff.

- Traditional ceremonies are currently limited by the air ducts/exhaust systems, making it difficult to smudge. Will require infrastructural change in some instances
13. Elder in Residence for TBDSSAB staff and service recipients, to provide cultural and emotional support. They could utilize the Wellness Room. This is not necessarily full time and not necessarily TBDSSAB staff, could be one or multiple Knowledge Keepers from other organizations on site. This will also be a good opportunity to ‘trial’ whether an Indigenous Cultural Liaison position at TBDSSAB would be appropriate
 14. It is important for the service recipients and community to see themselves in the TBDSSAB environment and staffing (staffing addressed in recommendation #8). Incorporate Indigenous artwork in TBDSSAB locations i.e., borrowing pieces from galleries or call outs to local artists perhaps even the service recipients. Start purchasing art as giveaways or gifts. Develop Strategy for integrating arts in facilities i.e., murals, procurement of artwork. Vendor contracts for arts activities/programming with service recipients and staff
 15. Welcoming environment/first impressions to community and service recipients as soon as they walk in doors. Review dress code to ensure clients are not intimidated by business professional attire, research current best practices on making sure vulnerable people are not alienated by how they’re approached i.e., suits. Clients would benefit from more client-centered, human interaction such as offering a cup of tea during intake appointments, more humanizing and welcoming. In addition, more ‘time’ for the recipients, especially at intake i.e., minimum two hours. Felt like it would be beneficial to have more face time to have a relationship with Caseworker and feel like a whole person. Using humour and food are human common denominators while initiating/fostering trusting working relationships. It takes time to establish a trusting working relationship. This process cannot be rushed. Further, space/toy room for recipients with younger children

Activities: Community Engagement Through Focus Groups

- Focus groups at three neutral locations in the city (Shelter House, P.A.C.E., and Salvation Army) to acquire feedback from service recipients. Participants received \$25 gift cards were provided as incentives together with cultural opening/refreshments/snacks. For more details refer to chart in appendices

Observations

- Lack of Housing Accessibility: Long wait times for housing. Unable to access a health card without an address, but can’t get an address without a home address. *“I can always find food and water, but I can never find home.”* Unsure of housing wait times – uncertain of how long to expect to wait for housing from initial application. Losing hope – wants a home
- Lack of Subsidized and Affordable 1-bedroom Homes: Hard to find a place with affordable rent, especially for a 1 bedroom home. They put themselves on the housing waitlist for new accommodations, but were unsure if they were on it. Limited on 1-bedroom places

- Lack of Safe, Subsidized and Affordable Housing: Did not like provided accommodations (through RGI) – drug use in the house and concerns about their own safety. Does not feel safe in their accommodations
- Lack of Mental Health Accessibility: Unable to access their mental health medication. *“Life is against me” “Can’t get my ADHD medication...medication makes me more organized.”* No follow-ups were offered or provided with mental health concerns. Unable to access mental health medication due to their family doctor being in a different town. Many participants experienced trauma or the death of a loved one while receiving services and didn’t feel TBDSSAB was able to support them fully. Some indicated they were penalized for missing appointments while grieving or worried for their safety. Others said they felt like staff made a referral and then didn’t ask them how they were doing beyond that
- Lack of Caseworker Stability: Did not like how frequently their DSSAB caseworker changed – would have liked to have the same caseworker throughout the process. *“...each time this happens my daughter shuts down every time, and she has to start over with getting comfortable again with a new person.”* Participants indicated it was difficult for them when Caseworkers changed. The lack of stability and disruptive nature of Caseworker changeover was noted to lead to long term impacts like substance use relapse and poor mental health. Lack of follow-up with accessing grief counselling through referral
- Intimidating: Had a difficult time monthly with OW and their paperwork and would withhold checks – viewed as authoritative and intimidating. *“As a residential school survival, felt like OW services were intimidating due to them being authoritative...withheld checks until all the paperwork was received...very hard as a residential school survival...some OW workers did not look friendly.”* They suggested that DSSAB should treat everybody the same. Hard to navigate in the DSSAB office due to being legally blind
- Insufficient Financial Assistance: Hard to stretch OW monthly funds. *“...rent increased every year...always falling short”*. Must rely on shelter and food banks
- Respectful and Dependable: Felt respected when using DSSAB’s services and were always great with returning phone calls. Good experience with TBDSSAB caseworkers for returning phone calls. Never felt judged by TBDSSAB, always quick to get back to you. The DSSAB workers were great at offering things that were available for the client to receive. They felt it was a respectful place with Ontario Works. Participants were generally happy with their relationships with Caseworkers. Relationships that are formed with clients are strong and respectful
- Enjoyed Community/in-person TBDSSAB Presence: Enjoyed having a TBDSSAB member come into the Salvation Army to explain and answer any questions about their services and programs. *“...explained it in layman terms...explained it simpler”*
- Lacking Explanation or Assistance for TBDSSAB Services or Programs and Waiting Lists: Wants more explanation and justification of why a certain service or program is being recommended to them. Wants more assistance of how to fill out TBDSSAB’s forms. Wants to know if you can transfer from OW to ODSP. *“...did not like that a caseworker*

said to take ODSP instead of OW because it was more money". Hard to know about what you don't know for TBDSSAB services. Lack of clarity concerning programs and waiting lists: They felt that DSSAB did not let them know what they were eligible for

Recommendations

16. Authoritative, intimidating language is a barrier to engagement. Residential school survivors indicated it was triggering to receive services from someone using technical, authoritative language—intimidating, leads to sense of powerlessness. More open communication about what services/resources are available, so clients don't feel they need to research everything themselves. Integrating a plain and welcoming language strategy (written and verbal) would be beneficial to reduce triggering (more information about triggering can be provided through the culturally appropriate training) and be more welcoming to community and service recipients
17. Regarding client engagement, providing as many accessible options as possible for service engagement i.e., when focus groups happen, also host one online for folks that cannot attend, or provide the survey opportunities or one-on-one interviews. The service recipients mentioned they like the small size of the sharing circles, felt it was easier to talk more and open up. It is recommended that focus group exercises like the Sharing Circles conducted during this situation analysis be conducted i.e., minimum annually, optimum bi-annually
18. Integrate additional wraparound services, encouraging more Indigenous service providers in TBDSSAB direct service delivery. Research service models and space sharing to see what works. What lessons can we learn from tenant resource centres and Salvation Army services (heard in focus groups) to apply to headquarters and satellite offices. Invite community Indigenous partners/organizations to share space at headquarters
19. Two common themes that are not in TBDSSAB's control, but could be potential advocacy topics:
 - Ontario Works is not enough to survive on. Many participants frequently used food banks, often traveling by foot, from program to program and spending most of their time trying to access affordable food. Research has been completed on the Universal Basic Income (UBI) and data shows it is cheaper to administer UBI rather than Ontario Works
 - Housing wait list is long. Need more 1 bedroom units. Clients feel it's not fair to be put back at the bottom of the wait list for rejecting a home for reasons such as: being solicited drugs while viewing the apartment and not wanting to live in that situation. Drug trafficking and crime are traumatizing for tenants

Activities: Community Engagement Through Surveys

- Providing cultural and Spiritual support at three community building 50th anniversary celebrations (Limbrick, Trillium and McIvor) including bringing medicines for their gardens: cedar tree (provided by TBDSSAB) and sage/sweetgrass/tobacco plants (provided by Blue Sky medicine garden). These opportunities were used to gather input from service recipients via surveys. \$10 gift cards were provided as incentives together

with cultural opening/refreshments/food/games/music. Upon request, the raw data inputted can be provided.

Observations

There was a questionnaire designed following the foundational teachings of the medicine wheel. These are the results of the questions with a few highlighted comments. Upon request, the chart with the raw data inputted can be provided.

Physical Quadrant

82.75% Yes - 13.79% No: Do you feel comfortable in TBDSSAB spaces?

79.31% Yes – 17.24% No: Are your physical needs being met through TBDSSAB?

65.52% Yes – 31.03% No: Do you feel safe where you are currently living? (Lowest score)

- *“Do not feel safe, 20 gangs from Toronto. Gangs have taken over the houses.”*
- *“Because there is no security guards that are supposed to be in the building.”*
- *“Getting rid of gangs. People that are evicted, still live here, they still cause problems.”*
- *“The inability to properly deal with problem tenants due to local laws and policies puts regular people in danger due to increased drug activity in Thunder Bay.”*

Emotional Quadrant

82.75% Yes – 13.79% No: Do you have a trusted main contact at TBDSSAB if you need help?

72.41% Yes – 24.14% No: Is it easy for you to reach out to someone at TBDSSAB when you need help or support?

82.75% Yes – 13.79% No: Do TBDSSAB staff take the time to get to know you, ask you questions, or offer emotional support?

68.97% Yes – 20.69% No: Does TBDSSAB support you with your mental health needs?

Intellectual Quadrant

75.86% Yes – 13.79% No: Are your intellectual needs being met? (life skills, training and education, etc.)

86.21% Yes – 3.45% No: Do you feel TBDSSAB staff support you to understand programs, services, and resources available to you?

72.41% Yes – 17.24% No: Do you feel TBDSSAB supports you to engage with traditional knowledge?

Spiritual Quadrant

86.21% Yes – 3.45% No: Do you have access to traditional/cultural supports or services?

89.66% Yes – 0.00% No: Do you feel safe discussing your identity with TBDSSAB staff? (Highest score)

86.21% Yes – 0.00% No: Are you being treated with dignity and respect?

- *“I love going to the garden fruit stand and my kids like the youth centre. My fan in bathroom not pulling out moisture.”*
- *“Maybe more activities for kids. Other than that my girls and I enjoy living here.”*
- *“We are lucky to have Thunder Bay Community Housing for affordable housing for families.”*
- *“I am older now but 10 to 15 years ago, it was different, very hard to get the help you or I need for me or children. I so glad things easier with growth.”*

Recommendations

20. Combining Indigenous cultural activities with the TBDSSAB building anniversary celebrations was a wonderful way to ensure a comfort level with the recipients and an excellent venue for completing surveys/questionnaires in a neutral setting. Encourage more of these types of activities and identify a timeline to conduct this type of survey on a regular basis
21. One of the topics that were highlighted was not feeling safe in their homes due to gang/drugs/drinking related activities. Perhaps through brainstorming with the TBDSSAB Indigenous Partners, additional methods and strategies could be developed to collaboratively intervene

Enhanced Partnerships

Activities

- Met with various TBDSSAB Indigenous Partners
 - Through email invitation
 - Subsequent zoom meetings
 - Kept them abreast of activities and invited to participate

Observations

- Limited participation with TBDSSAB Indigenous Partners
- Lots of valuable feedback and suggestions provided
- Willing to meet and participate more but require more notice (their schedules are very tight)

Recommendations

22. Continue to provide TBDSSAB Indigenous partners with updates, inviting them to participate and provide their input. It is recommended that an invitation to an in-person town hall or action-oriented meeting be initiated once or twice a year. Present the results of this situation analysis and engage the TBDSSAB Indigenous Partners in the decision-making process. At this town hall, also inquire the best way to have the TBDSSAB Indigenous Partners participating
23. Integrate transparency, illustrate the good work that TBDSSAB is doing on a quarterly basis. It is just as important to acknowledge the challenges. How is this work impacting service recipients and staff? Identify the barriers and address them in collaboration with the TBDSSAB Indigenous Partners

List of Appendices

1. DRAFT Implementation Plan
2. Visual of Recommendations
3. Follow up letter from the Minister
4. Staff Cultural Competency Training Responses to Evaluations

Recommended Implementation Plan

Objectives	Recommended Next Steps	Medicine Wheel Quadrant
<p>Board Representation</p>	<p>1. Four Indigenous representatives to sit on the TBDSSAB board of directors from: Nishnawbe Aski Nation; Grand Council Treaty #3; Anishinabek Nation; and the Métis Nation of Ontario. These representatives are recognized and respected as community champions rather than a political appointment. Initiate relationship with Grand Council Treaty #3. Meet with these four traditional territories to discuss next steps</p>	<p>Physical</p>
	<p>2. When the date of the next meeting with the Minister is identified (ROMA January 2023), provide update to TBDSSAB Indigenous Partners. Following the Indigenous engagement, the TBDSSAB Board of Directors and the organization will advocate to have a working relationship with the policy makers i.e., Ministry of Ontario. Indigenous representation must be part of the discussion with the Minister. May be last opportunity to complete this step during the current TBDSSAB Strategic Plan 2023. Therefore, a presentation to the TBDSSAB Board of Directors as well as to the TBDSSAB Indigenous Partners would need to be completed by December 2022. Invite additional letters of support from TBDSSAB Indigenous Partners</p>	<p>Intellectual</p>
	<p>3. Indigenous representation on the TBDSSAB board is only a very small first step. Further policy revisions need to be incorporated with the engagement of the Indigenous community as well as service recipients to address all the considerations required including but not limited to advocacy, strategies, and funding purposes. Position Papers could be drafted in partnership with Indigenous Partners. This is an example of a tool available to assist with the decolonization of the current policies and developing new ones https://www.ictinc.ca/blog/indigenous-cultural-competency-self-assessment-checklist</p>	<p>Intellectual</p>
	<p>4. The TBDSSAB board and organization are advised to include a Diversity, Equity, Inclusion, & Anti-Racism strategy within their organizational strategies</p>	<p>Intellectual</p>

Board Cultural Competency	5. Identify regular timeline to conduct TBDSSAB Board of Directors Sharing Circles i.e., minimum every four years (at the beginning of the new term), optimum annually	Cultural
	6. Identify regular timeline to provide culturally appropriate training, specifically the true oppression of the Indigenous peoples historically and currently, to the TBDSSAB Board of Directors i.e., minimum every four years (at the beginning of the new term), optimum annually	Cultural
	7. It is recommended that the members of the TBDSSAB board attend district community gatherings i.e., minimum bi-annually, optimum to ensure TBDSSAB board representation (rotate appointees) at all community gatherings i.e., seasonal gatherings, community gatherings. Further, the TBDSSAB board should always ensure that a TBDSSAB representative (board or management) attend any community gathering they are being invited to	Cultural
Staff Cultural Competency	8. Incorporating more Indigenous cultural activities internally will encourage Indigenous staff recruitment. Encourage more open and inclusive workplace culture to make it known that it's a safe place to disclose. Implement strategies to build up to self-disclosure forms. Identify a regular timeline to conduct Sharing Circles with the TBDSSAB staff to encourage more staff self-identification, sharing of vulnerabilities, all beneficial for service recipients i.e., minimum annually, optimum quarterly	Cultural
	9. Providing as many accessible options as possible for TBDSSAB staff engagement i.e., when focus groups happen, also host one online for folks that cannot attend, or provide the survey opportunities or one-on-one interviews	Emotional
	10. Identify a regular timeline to provide culturally appropriate training, specifically the true oppression of the Indigenous peoples historically and currently, to the TBDSSAB staff i.e., minimum annually, optimum quarterly	Cultural
Situation Analysis	11. Incorporating tradition/reconciliation into everyday TBDSSAB practice, such as, Land Acknowledgements, Opening and Closing ceremonies, regular smudging of properties, having smudging available to service recipients at Intake, etc.	Cultural

	<p>12. It is recommended that a dedicated Wellness Room at TBDSSAB headquarters and satellite offices be incorporated for smudging, sitting with an Elder, decompressing, having access to medicines to promote healing and wellness for service recipients and staff. Will require infrastructural change in some instances</p>	<p>Physical</p>
	<p>13. Elder in Residence for TBDSSAB staff and service recipients, to provide cultural and emotional support. They could utilize the Wellness Room. This is not necessarily full time and not necessarily TBDSSAB staff, could be one or multiple Knowledge Keepers from other organizations on site. This will also be a good opportunity to ‘trial’ whether an Indigenous Cultural Liaison position at TBDSSAB would be appropriate</p>	<p>Cultural</p>
	<p>14. It is important for the service recipients and community to see themselves in the TBDSSAB environment. Incorporate Indigenous artwork in TBDSSAB locations i.e., borrowing pieces from galleries or call outs to local artists perhaps even the service recipients. Start purchasing art as giveaways or gifts. Develop Strategy for integrating arts in facilities i.e., murals, procurement of artwork. Vendor contracts for arts activities/programming with service recipients and staff</p>	<p>Physical</p>
	<p>15. Welcoming environment/first impressions to community and service recipients as soon as they walk in doors. Review dress code to ensure clients are not intimidated by business professional attire, research current best practices on making sure vulnerable people are not alienated by how they’re approached i.e., suits. Clients would benefit from more client-centered, human interaction such as offering a cup of tea during intake appointments, more humanizing and welcoming. In addition, more ‘time’ for the recipients, especially at intake i.e., minimum two hours. Felt like it would be beneficial to have more face time to have a relationship with Caseworker and feel like a whole person. Using humour and food are human common denominators while initiating/fostering trusting working relationships. It takes time to establish a trusting working relationship. This process cannot be rushed. Further, space/toy room for recipients with younger children</p>	<p>Physical</p>

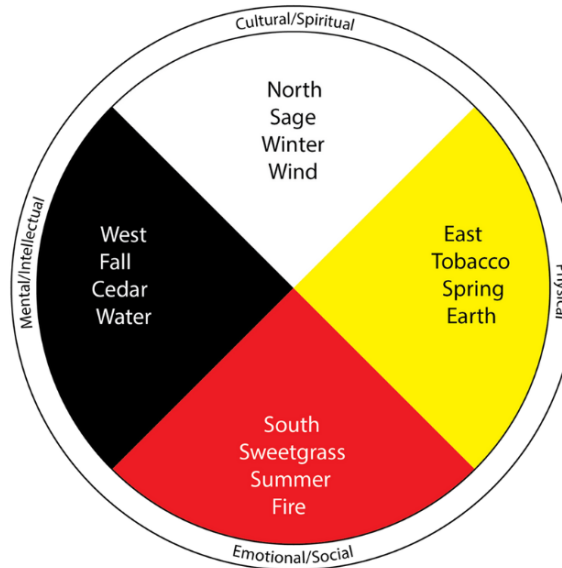
	<p>16. Authoritative, intimidating language is a barrier to engagement. Residential school survivors indicated it was triggering to receive services from someone using technical, authoritative language—intimidating, leads to sense of powerlessness. More open communication about what services/resources are available, so clients don't feel they need to research everything themselves. Integrating a plain and welcoming language strategy (written and verbal) would be beneficial to reduce triggering and be more welcoming to community and service recipients</p>	<p>Intellectual</p>
	<p>17. Regarding client engagement, providing as many accessible options as possible for service engagement i.e., when focus groups happen, also host one online for folks that cannot attend, or provide the survey opportunities or one-on-one interviews. The service recipients mentioned they like the small size of the sharing circles, felt it was easier to talk more and open up. It is recommended that focus group exercises like the Sharing Circles conducted during this situation analysis be conducted i.e., minimum annually, optimum bi-annually</p>	<p>Emotional</p>
	<p>18. Integrate additional wraparound services, encouraging more Indigenous service providers in TBDSSAB direct service delivery. Research service models and space sharing to see what works. What lessons can we learn from tenant resource centres and Salvation Army services (heard in focus groups) to apply to headquarters and satellite offices. Invite community Indigenous partners/organizations to share space at headquarters</p>	<p>Emotional</p>
	<p>19. Two common themes that are not in TBDSSAB's control, but could be potential advocacy topics:</p> <ul style="list-style-type: none"> • Ontario Works is not enough to survive on. Research has been completed on the Universal Basic Income (UBI) and data shows it is cheaper to administer UBI rather than Ontario Works • Housing wait list is long. Need more 1 bedroom units 	<p>Intellectual</p>
	<p>20. Combining Indigenous cultural activities with the TBDSSAB building anniversary celebrations was a wonderful way to ensure a comfort level with the recipients and an excellent venue for completing surveys/questionnaires in a neutral setting. Encourage more of these types of activities and identify a timeline to conduct this type of survey on a regular basis</p>	<p>Emotional</p>

	<p>21. One of the topics that were highlighted was not feeling safe in their homes due to gang/drugs/drinking related activities. Perhaps through brainstorming with the TBDSSAB Indigenous Partners, additional methods and strategies could be developed to collaboratively intervene</p>	<p>Physical</p>
<p>Enhanced Partnerships</p>	<p>22. Continue to provide TBDSSAB Indigenous partners with updates, inviting them to participate and provide their input. It is recommended that an invitation to an in-person town hall or action-oriented meeting be initiated once or twice a year. Present the results of this situation analysis and engage the TBDSSAB Indigenous Partners in the decision-making process. At this town hall, also inquire the best way to have the TBDSSAB Indigenous Partners participating</p>	<p>Emotional</p>
	<p>23. Integrate transparency, illustrate the good work that TBDSSAB is doing on a quarterly basis. It is just as important to acknowledge the challenges. How is this work impacting service recipients and staff? Identify the barriers and address them in collaboration with the TBDSSAB Indigenous Partners</p>	<p>Intellectual</p>



- 5. Scheduled Board of Directors Sharing Circles
- 6. Scheduled Board culturally appropriate training
- 7. Board of Directors attend community gatherings
- 8. Staff Sharing Circles
- 10. Scheduled staff culturally appropriate training
- 11. Traditions into everyday TBDSSAB practice
- 13. Elder in residence for staff/clients

- 2. Continue Advocacy with Minister of MCCSS re: DSSAB Act in 2023
- 3. Decolonization of policies/procedures
- 4. Include Diversity, Equity, Inclusion & Anti-Racism into Strategy
- 16. Plain language
- 19. Continued advocacy: Ontario Works and Housing
- 23. Integrate transparency with Indigenous Partners



- 1. Four Indigenous Reps on TBDSSAB Board of Directors
- 12. Wellness Room for smudging for staff/clients
- 14. Indigenous art
- 15. Welcoming environment/dress code/tea/time
- 21. Physical safety in homes

- 9. Convenient access to staff engagement
- 17. Convenient access to client engagement/Sharing Circles
- 18. Wraparound services/Indigenous Partners
- 20. Comfortable atmosphere for client feedback
- 22. Continue engagement/Indigenous Partners



Letter from Minister

**Ministry of Children,
Community and Social
Services**

Minister's Office
7th Floor
438 University Avenue
Toronto ON M5G 2K8

Tel.: 416 325-5225
Fax: 416 325-5240

**Ministère des Services à l'enfance
et des Services sociaux
et communautaires**

Bureau du ministre
7^e étage
438, avenue University
Toronto ON M5G 2K8

Tél. : 416 325-5225
Télééc. :416 325-5240



127-2022-586

February 17, 2022

Ms. Lucy Kloosterhuis
Chair
Thunder Bay District Social Services Administration Board
Board.Chair@tbdssab.ca

Dear Ms. Kloosterhuis:

It was a pleasure meeting with you and your delegation on January 24 at the Rural Ontario Municipal Association's annual conference. I appreciated the opportunity to learn about the great work that Thunder Bay is doing on the ground.

In particular, it was helpful to discuss the work you are doing with respect to Indigenous representation on the District Social Services Administration Board. Thank you for your commitment to advancing reconciliation in an authentic and concrete way, and I look forward to receiving your final report and reviewing your recommendations. Learning about the way that you leveraged Social Services Relief Funding and worked in partnership with First Nations to build transitional housing highlights the critical role of local leadership and innovation in making lives better for the people of Ontario.

I look forward to our continued work together as we move forward with improving services and supports for the people of Ontario. Thank you again for taking the time to meet with me and for everything that you are doing for your community and our province.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M Fullerton'.

Dr. Merrilee Fullerton
Minister

Staff Cultural Competency Training Responses to Evaluations

Training took place on September 21 and October 5, both in person as well as online for three hours each. The training focused on Indigenous Identity and providing Indigenous Trauma Informed Care.

Observations

- These are the responses to the questions in the TBDSSAB evaluations completed by sixteen participants.

Section 1: The Instructor

- Excellent - The instructor was knowledgeable about the subject matter.
- Excellent - The instructor was well prepared.
- Excellent - The instructor's presentation style made the topic interesting.
- Excellent - Overall, the instructor was effective.
- Excellent - I would recommend the instructor.
- Excellent - The instructor motivated, inspired and instilled knowledge.
- Excellent - The instructor effectively imparted their knowledge.
- Excellent - The instructor demonstrated trouble shooting skills and abilities.
- Sampling of some additional comments provided:
- *"Cindy is incredibly talented and spoke to us in such a way, from her life experience, that the entire room felt comfortable to have a group discussion. The course itself was more of a conversation, but it was so meaningful. I feel we all learned so much."*
- *"Not enough time to discuss all of the topics without having to rush."*

Section 1: Content and Delivery

- Above average - Topic objectives were clearly defined.
- Above average - All defined topics objectives were met.
- Excellent - Topic materials were relevant.
- Excellent - Topic materials were accurate.
- Excellent - Information was presented at an appropriate level.
- Excellent - Topic discussions and student interactions were useful and productive.
- Excellent - Overall quality and presentation of the topic.
- Sampling of some additional comments provided:
- *"I did not find the objectives clearly defined so I could not indicate that they were met. Cindy has a lot of valuable knowledge to share however and I did enjoy her teachings and found them relevant to my work. I valued the style and approach she used as well."*
- *"More time then just the morning maybe the whole day."*

Section 2

- Moderate - How would you have rated your knowledge on the training topic prior to this training?
- Moderate/High - How would you rate your knowledge now at completion of this training?
- Beneficial - How beneficial was this training to you?

- Sampling of some additional comments provided: Is there a topic or component that you would have liked to have had more time to discuss; or would have liked to have included in this training?
- *"I didn't really know what to expect and was surprised by how relaxed/easy going it was. I would be interested in seeing the PowerPoint to see what parts we didn't get to (time restraints)."*
- *"The calls to action placed upon the Canadian government; only 17 of 96 have been answered as of yet; we received a handout of what each one is, but never what calls to action. were answered/resolved."*
- Sampling of some additional comments provided: What did you like most about this training?
- *"How nonformal the conversations were; Cindy is very non-judgemental and allowed us to have honest discussions regarding the topic."*
- *"Learning about triggers for clients."*
- *"I enjoyed the sharing circle, and how the goal was that everyone be on the same level of respect and understanding when listening and sharing with each other. Cindy was also very vulnerable when sharing stories from her own life."*
- Sampling of some additional comments provided: What did you like least about the training?
- *"It was great but I would have loved to be in person as opposed to online."*
- *"The last few topics were rushed through a bit because we were running out of time."*
- Sampling of some additional comments provided: What suggestions do you have for improving this training for future sessions?
- *"Just that it was a little too short. I felt it definitely could use a full day."*
- *"Might be better to give this training to all staff, not just the ones who are willing to sign up kinda thing."*
- Sampling of some additional comments provided: Additional comments.
- *"I found Cindy's perspective very interesting in regards to trying to reduce re-traumatization and triggers. There are a lot of clients who have trauma due to different systems, especially from previous social workers. Currently we have a business casual in place for the agency; that could quite possibly contribute to a worker/client working relationship break down. I feel like the dress code policy should be looked at again and reconsidered for the sake of our clients. There still should be limitations in regards to a dress code but more casual wear will help our clients consider this is a safe space."*
- *"Cindy is a treasure. I hope she will be back for more sessions."*



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO.18/2022
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: October 20, 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
Grant Arnold
Kim Brown
Jody Davis
Andrew Foulds
James Foulds
Rebecca Johnson
Lucy Kloosterhuis
Ray Lake
Elaine Mannisto
Aldo Ruberto
Wendy Wright

REGRETS:

Shelby Ch'ng
Ray Lake

OFFICIALS:

Georgina Daniels, Acting Chief Administrative Officer
Ken Ranta, Director, Integrated Social Services Division
Glenda Flank, Recording Secretary

GUESTS:

Shari Mackenzie, Acting Manager, Human Resources
Keri Greaves, Manager, Finance
Michelle Wojciechowski, Manager, Intake and Eligibility
Kim Figliomeni, Acting Manager, Child Care and Early Years
Programs
Crystal Simeoni, Manager, Housing Programs
Marty Farough, Manager, Infrastructure and Asset
Management
Dave Stewart, Supervisor, Purchasing & Inventory Control
Larissa Jones, Communications Assistant

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. 22/91

Moved by: Albert Aiello
Seconded by: Elaine Mannisto

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for October 20, 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 Meeting No. 14/2022 (Regular Session) and Meeting No. 15/2022 (Closed Session) of TBDSSAB, held on September 15, 2022, were presented to the Board for confirmation.

Resolution No. 22/92

Moved by: Aldo Ruberto
Seconded by: Jody Davis

THAT the Minutes of Meeting No. 13/2022 (Regular Session) and Meeting No. 14/2022 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on September 15, 2022, respectively, be confirmed.

CARRIED

Minutes of Meeting No. 16/2022 (Regular Session) and Meeting No. 17/2022 (Closed Session) of TBDSSAB, held on October 3, 2022, were presented to the Board for confirmation.

Resolution No. 22/93

Moved by: Albert Aiello
Seconded by: Jody Davis

THAT the Minutes of Meeting No. 16/2022 (Regular Session) and Meeting No. 17/2022 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on October 3, 2022, respectively, be confirmed.

CARRIED

CLOSED SESSION MEETING

The Board adjourned to a closed meeting relative to receive information with respect to personal matters regarding identifiable individuals, including members of the Administration relative to the CAO Contract and a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act relative to the Operational Review – Report for Little Lions Waldorf Child and Family Centre.

Resolution No. 22/94

Moved by: Andrew Foulds
Seconded by: Rebecca Johnson

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of the Administration relative to the CAO Contract and a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act relative to the Operational Review – Report for Little Lions Waldorf Child and Family Centre.

CARRIED

At 10:54 a.m. all members of Administration joined the meeting with the exception of Marty Farough, Manager, Infrastructure and Asset Management and Dave Stewart, Supervisor, Purchasing & Inventory Control.

REPORTS OF ADMINISTRATION

Child Care Maximum Daily Rates and Fee Subsidy Schedule

Report No. 2022-58, (Integrated Social Services Division) was presented to the Board to provide information and the rationale for determining the maximum child care rates for fee subsidy recipients for the 2023 budget year, for consideration.

Resolution No. 22/95

Moved by: Jody Davis
Seconded by: James Foulds

THAT with respect to Report No. 2022-58 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the maximum child care rates for fee subsidy recipients, effective January 1, 2023 as presented.

CARRIED

At 10:56 a.m. Kim Figliomeni, Acting Manager, Child Care and Early Years Programs and Michelle Wojciechowski, Manager Intake and Eligibility left the meeting.

Social Services Relief Fund Update

Report No. 2022-59, (Integrated Social Services Division) providing the Board with an update regarding the TBDSSAB's investments under the Social Services Relief Fund was presented.

Ken Ranta, Director, Integrated Social Services Division provided clarification and responded to questions.

Georgina Daniels, Acting CAO provided further information and responded to questions.

Request for Service Manager Consent – Change to Articles of Incorporation, Chateaulac Housing Incorporated

Report No. 2022-60, (Integrated Social Services Division) providing information related to the request from Chateaulac Housing Incorporated to alter the current Articles of Incorporation to allow for a reduced number of Directors, was presented for consideration.

Ken Ranta, Director, Integrated Social Services Division provided clarification.

On consensus, Administration was directed to discuss the suggestions made by the Board regarding the reduced number of Directors with the Housing Provider Board of Directors.

Resolution No. 22/96

Moved by: Elaine Mannisto
Seconded by: Albert Aiello

THAT with respect to Report No. 2022-60 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve the request from Chateaulac Housing Incorporated to alter the required number of Directors on its Articles of Incorporation from five to three.

CARRIED

At 11:08 a.m. Marty Farough, Manager, Infrastructure and Asset Management and Dave Stewart, Supervisor, Purchasing & Inventory Control joined the meeting.

Contract Award – Building Condition Assessments

Report No. 2022-61, (Corporate Services Division) was presented to the Board to provide information and Administration's recommendation to award a contract for the provision of consulting services related to Building Condition Assessments for the housing portfolio owned by TBDSSAB and the non-profit housing providers funded by TBDSSAB, for consideration.

Georgina Daniels, Acting CAO provided clarification on the rules in awarding a contract and responded to questions.

Resolution No. 22/97

Moved by: Aldo Ruberto
Seconded by: Brian Hamilton

THAT with respect to Report No. 2022-61 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the contract for Building Condition Assessments, totaling \$484,000 (taxes extra), be awarded to McIntosh Perry Consulting Engineers Ltd.;

AND THAT the Chief Administrative Officer and Director, Corporate Services Division be authorized to complete any administrative requirements for the award of this contract, as required.

CARRIED

2022/23 Housing Portfolio Insurance Contract

Report No. 2022-62, (Corporate Services Division) was presented to the Board to provide information and Administration's recommendation regarding the 2022/ 2023 Property Insurance program for TBDSSAB owned units, for consideration.

Resolution No. 22/97A

Moved by: James Foulds
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2022-62 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, accept the property insurance quotation provided by Marsh Canada Limited, in the amount of \$793,997.66;

AND THAT the Director, Corporate Services Division be authorized to bind coverage and complete any administrative requirements of the insurance renewal process.

CARRIED

Environmental Sustainability Strategy

Report No. 2022-63, (Corporate Services Division) relative to providing the Board with information on the development of a comprehensive environmental sustainability strategy, for consideration.

Resolution No. 22/98

Moved by: Andrew Foulds
Seconded by: Kim Brown

THAT with respect to Report No. 2022-63 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board approve the development of a comprehensive environmental sustainability strategy

with related financial resources, to be included in the 2023 Budget for consideration.

CARRIED

TBDSSAB Tenant Survey Results

Report No. 2022-64, (Chief Administrative Office and Integrated Social Services Division) was presented to the Board to provide results from the tenant satisfaction survey results

Georgina Daniels, Acting CAO and Ken Ranta, Director, Integrated Social Services Division, responded to questions.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, November 17, 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. 22/99

Moved by: Albert Aiello
Seconded by: Andrew Foulds

THAT the Board Meeting No. 18/2022 of The District of Thunder Bay Social Services Administration Board, held on October 20, 2022, be adjourned at 11:46 a.m.

Chair

Chief Administrative Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 19/2022
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: October 20, 2022

TIME OF MEETING: 10:09 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
Rebecca Johnson
Lucy Kloosterhuis
Elaine Mannisto
Aldo Ruberto
Wendy Wright

OFFICIALS:

Ken Ranta, Director, Integrated Social Services Division
Georgina Daniels, Acting Chief Administrative Officer
Glenda Flank, Recording Secretary

GUESTS:

Shari Mackenzie, Acting Manager, Human Resources
Keri Greaves, Manager, Finance
Michelle Wojciechowski, Manager, Intake and Eligibility
Larissa Jones, Communications Assistant

REGRETS:

Grant Arnold
Shelby Ch'ng
Ray Lake

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BOARD MEETING

DISCLOSURES OF INTEREST

REPORTS OF ADMINISTRATION

Chief Administrative Officer Contract

Lucy Kloosterhuis, Board Chair provided a verbal update to the Board regarding the Chief Administrative Officer Contract.

A discussion was held regarding the CAO contract.

At 10:19 a.m. Brian Hamilton, Board Member joined the meeting.

At 10:26 a.m. Georgina Daniels, Acting CAO, Ken Ranta, Director, Integrated Social Services Division, Keri Greaves, Manager, Finance, Michelle Wojciechowski, Manager, Intake & Eligibility, Kim Figliomeni, Acting Manager, Child Care and Early Years Programs, Glenda Flank, Executive Assistant, Larissa Jones, Communications Assistant joined the meeting.

Operational Review – Report for Little Lions Waldorf Child and Family Centre

Report No. 2022CS-09 (Integrated Social Services Division) was presented to the Board providing information related to the administrative, governance and financial review completed with Little Lions Waldorf Child and Family Centre

Georgina, Daniels, Acting CAO responded to questions and provided further information.

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

Keri Greaves, Manager, Finance and Michelle Wojciechowski, Manager, Intake and Eligibility responded to questions.

ADJOURNMENT

Resolution No. 22/CS09

Moved by: Albert Aiello
Seconded by: Andrew Foulds

THAT the Board (Closed Session) Meeting No. 19/2022 of The District of Thunder Bay Social Services Administration Board, held on October 20, 2022, be adjourned at 10:52 a.m., to reconvene in Open Session to consider the remaining agenda items.

CARRIED

Chair

Chief Administrative Officer



DATE: October 24, 2022
TIME: 2:08 p.m.
PLACE: Microsoft Teams &
231 May Street South
3rd Floor Boardroom
Thunder Bay, ON
CHAIR: Albert Aiello

PRESENT:
Albert Aiello
Jody Davis
James Foulds
Rebecca Johnson
Lucy Kloosterhuis
Ray Lake

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
Richard Jagielowicz, CPA, CA, Senior Manager, Grant Thornton LLP

REGRETS:

1.0 Call to Order

The Chair called the meeting to order at 2:08 p.m.

2.0 Disclosures of Interest

None.

3.0 Confirmation of Minutes

Minutes of the Audit Committee meeting held on March 29, 2022, were confirmed.

Moved by: James Foulds
Seconded by: Ray Lake

THAT the Minutes of the meeting of the Audit Committee held on held on March 29, 2022, be confirmed.

CARRIED

4.0 Audit Planning

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

Georgina Daniels, Director, Corporate Services Division introduced Frank Lopez, Partner and Richard Jagielowicz, Senior Manager, Grant Thornton.

Frank Lopez, Manager, Grant Thornton provided an introduction to the “Report to the Audit Committee – Audit Strategy” document and responded to questions.

Richard Jagielowicz, Senior Manager, Grant Thornton provided an overview of the audit plan and risk assessment and responded to questions.

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

Frank Lopez, Manager, Grant Thornton provided clarification.

5.0 New Business

Rebecca Johnson, Committee Member expressed the Committee’s appreciation to Frank Lopez, Partner and Richard Jagielowicz, Senior Manager, Grant Thornton for all the work that has been done for TBDSSAB Board.

6.0 Adjournment

Moved by: Rebecca Johnson
Seconded by: Lucy Kloosterhuis

THAT the meeting of the Audit Committee held on October 24, 2022 be adjourned at 2:49 p.m.

CARRIED



BOARD REPORT

REPORT No.: 2022-65
MEETING DATE: NOVEMBER 17, 2022
SUBJECT: PHYSICAL SECURITY REVIEW

RECOMMENDATION

THAT With respect to Report No. 2022-65 (Corporate Services Division and Integrated Social Services Division), we, The District of Thunder Bay Social Services Administration Board, accept the results of the Physical Security Review, and approve the development of strategies with related financial resources, to be included in future proposed operating and capital budgets, as appropriate.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the results of the Physical Security Review completed on TBDSSAB direct-owned properties.

BACKGROUND

The promotion of safety and security within the TBDSSAB owned and operated properties has always been an area of priority for the organization.

The enhancement of security within the properties was formally guided through recommendations in a security review completed in May of 2013 by external security consultants. Since 2016, 95 capital projects totaling \$1,802,900 have been implemented throughout the TBDSSAB property portfolio.

In 2021, a Request for Proposal was completed for an updated physical security review, specifically, a crime prevention review and threat risk assessment of TBDSSAB's Headquarters' Office and its housing portfolio.

The contract was awarded to Brian Claman & Associates Ltd., Security Management, who completed a comprehensive review of TBDSSAB's properties to develop a comprehensive plan to build upon existing security measures currently in place and develop new innovative solutions. The current effectiveness of those existing security measures was to be reviewed and assessed to determine where improvements could

be made, and corrective action taken. The goal of the security review was to provide safe and effective strategies to enhance security/ safety for tenants/ clients, properties, staff, and assets of TBDSSAB while reducing the risk of incidents at each site with the objective of leading to a more improved level of comfort to all at each site and assist TBDSSAB with strategies to deter crime opportunities.

In addition, and as identified within the Enterprise Risk Management Framework Update provided at the September 15, 2022, Board Meeting, (Report No. 2022-56 – CS- Enterprise Risk Management – Annual Update), the indicator related to tenant and community activity within certain housing properties increased from *monitoring* to *considering best practice improvements*. Within that report, it was noted that TBDSSAB was in the process of having a security review completed through an external consultant so that recommended best practices could be considered in this area.

COMMENTS

In accordance with the Request for Proposal, a comprehensive list of items was identified for the for review and included the following:

- Complete an interior and exterior physical audit and inspection of each property including all parking lots and garages in detail.
- Physical audit to include review of landscape, lighting, and sightlines.
- Review building access control or keying system for contractors, emergency services, tenants and public including identifying any gaps.
- Assess existing surveillance system and protocol currently being used.
- Identify which properties are high/medium/low risk and may require more cameras on-site, additional resources to provide a standard level of security.
- Upon identifying risks and vulnerabilities, create a profile analysis for each facility including an estimated cost breakdown proposal for completing suggested recommendations.
- Interview staff and residents to determine current level of security and identified issues.
- Identify common issues to be addressed at all properties.
- Gather input from local Police service, and identify what programs are in place to assist in security, and what is available for TBDSSAB to access.
- Examine security guards and mobile patrol patterns at high-risk properties to identify if a more efficient protocol can be used.
- Provide list of best deterrents to be used.
- Provide metrics related to evaluating effectiveness of security practices.
- Assess staffing presence in buildings and provide list of suggested enhancements; provide suggestions on what staff can improve upon to react to threat situations (i.e. additional training).

The consultants completed their on-site physical review of TBDSSAB's direct-owned properties throughout the District of Thunder Bay, in 2022. The completed Report is provided confidentially under separate cover.

Results and Recommendations

Positive observations were identified as a result of the review of TBDSSAB properties including that security systems were current and deployment was reflective of standard security methodology, that social engagement and pride contributed to a positive resident community, and that knowledgeable and passionate TBDSSAB staff were aware of the challenges and cognizant of the emerging trends that could negatively impact properties.

The results also identified various areas for development to enhance the security program throughout TBDSSAB's portfolio of assets. Many of the recommendations presented in the report include the augmentation of efforts and practices already in place by TBDSSAB. The following summarizes the proposed recommendations, with the estimated financial implications, as identified by the consultant:

	Proposed Recommendation	Estimated Financial Implications (\$)
1	Develop an Enterprise Security Risk-Management Strategy	1,000 - 10,000
2	Program Leadership	50,000 - >50,000
3	Create Crime Prevention Through Environmental Design (CPTED) Steering Committee	1,000 - 10,000
4	Strengthen Policy and Procedures	1,000 - 50,000
5	Unmaintained conditions	10,000 - 50,000
6	Advocate for Additional Resources and Legislative Change	0 – 1,000
7	Maintenance using CPTED Principles	1,000 – 10,000
8	Beautification Program using CPTED Principles	>50,000
9	Enhanced Enforcement of the Trespass to Property Act	1,000 – 10,000
10	Authorize Police to enforce the Trespass to Property Act	0 – 1,000
11	Enhanced Alarm Monitoring	10,000 – 50,000
12	Enhanced Alarm Response	10,000 - 50,000
13	Formalized Work Alone Program	1,000 – 10,000
14	Install Security Signage at all properties	1,000 – 10,000
15	Create an Enterprise Emergency Management Plan in accordance with the Ontario Incident Command System Model	10,000 – 50,000
16	Security System Optimization	>50,000
17	Conduct Formalized Closed Circuit TV Privacy Assessment	1,000 – 10,000
18	Strengthen Access Control measures	>50,000
19	Additional Mobile Security Patrols	>50,000
20	Create a TBDSSAB Crime Stoppers Program	1,000 – 10,000
21	Utilization of a Security Incident Management System	10,000 - 50,000
22	Formalize the existing intelligence sharing between TBDSSAB and Police	0 - 1,000
23	Additional Community Based Partnerships	0 - 1,000

Although some of the recommendations involve new processes or practices, many would involve enhancing the practices currently followed by TBDSSAB relative to its security program. Further, developing a more comprehensive strategy relating to the security of TBDSSAB properties will contribute to a more formalized, and systemic framework.

Next Steps

Based on the comprehensive nature of the review and the related recommendations, an internal detailed analysis of each recommendation is to be completed by Administration. That analysis and review would include implementation action plans, as appropriate, through a continuous improvement lens.

STRATEGIC PLAN IMPACT

Monitoring, reviewing, and updating the security program aligns with the strategic plan through the vision of a needs-centered client focus for a respectful, supportive environment for the people we serve, as well as the stewardship component to support the long-term sustainability of physical assets.

FINANCIAL IMPLICATIONS

Each recommendation includes estimated costs, or a range of estimated costs. Although some recommendations would involve only one-time investments to develop and/ or create certain administrative infrastructure components (for example, policy development items), most recommendations involve on-going financial and human resource investments.

The estimated costs range from \$109,000 to \$434,000, although these estimates do not include the costs of the four (4) recommendations that have an estimated cost greater than \$50,000. In addition, two (2) recommendations have an estimated minimum cost between of \$50,000 with a top range greater than \$50,000. Further investigation into the costs of these recommendations would be required.



CONCLUSION

It is concluded that the physical security review was completed by external consultants, and that their report including recommendations to enhance TBDSSAB's security practices has been received;

It is also concluded that a comprehensive review of each recommendation should be completed by Administration, including relevant implementation plans, and that those implementation plans/ recommendations be provided for consideration for future operating and/ or capital budgets, including the required financial and human resources.

REFERENCE MATERIALS

Attachment #1 [Confidential Memo – Physical Security Review](#). Provided in Closed Session.

PREPARED BY:	Marty Farough, Manager, Infrastructure & Asset Management Crystal Simeoni, Manager, Housing Programs Brian Burns, Manager, Information Services Ken Ranta, Director, Integrated Social Services Georgina Daniels, FCPA, FCA, Director, Corporate Services Division
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Georgina Daniels, FCPA, FCA, Director, Corporate Services Division The District of Thunder Bay Social Services Administration Board
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer The District of Thunder Bay Social Services Administration Board



BOARD REPORT

REPORT No.: 2022-66

MEETING DATE: NOVEMBER 17, 2022

SUBJECT: 2022 THIRD QUARTER FINANCIAL REPORT

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2022 Third Quarter Financial Report, and projection to year-end.

BACKGROUND

In accordance with Budget Policy No. CS-02:83, a Financial Report is prepared and reported to the Board quarterly to provide a comparison of year-to-date and forecast revenues and expenditures to the approved Budget and includes an explanation of significant variances to the approved Budget, by program area. The year-to-date and forecast information is provided on the same basis that Federal/Provincial funding is provided, where certain accruals for potential future employee entitlements are not considered, and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased.

COMMENTS

Overall, total spending on TBDSSAB-delivered programs, for the period ended September 30, 2022, was \$3,643,000 (4.9%) less than the year-to-date Budget, with a net deficit of \$555,000.

The program levy operating deficit projected to year-end is \$68,900, or 0.3% of the 2022 Levy. A summary of net forecast cost variances, by program, is presented below:

Table 1:

2022 Forecast Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 15,000
Child Care and Early Years	\$ -
Community Housing Programs	\$ 752,200
Direct-Owned Community Housing Building Operations	\$ (836,100)
Forecast Program Levy Operating Surplus/(Deficit)	\$ (68,900)

This projected deficit at the end of the third quarter is due primarily to:

- Community Housing Programs:** Administration expects favourable variances in the various rent supplement programs. Administration is lessening its reliance on the private market landlord rent supplement program to meet service level standards, in favour of the more flexible portable housing benefit (PHB). The private market landlord rent supplement budget allowed for 344 units per month. In Q3 the number of units per month averaged 329, and the forecast for the year is a monthly average of 323 rent supplement units. This reflects the strategy to reduce 3+ bedroom rent supplement units as they arise and seek to engage more PHBs over time. This favourable variance contributes \$416,300 to the community housing programs surplus.

Also, the 2022 OW Program Delivery and Integrated Social Services Program Support Budgets included administrative recovery from the Homelessness Prevention Program (formerly the Community Homelessness Prevention Initiative). This administrative recovery will now be applied to the Housing Programs Budget which contributes \$231,000 to the community housing programs surplus.

- Direct-Owned Community Housing Building Operations:** Repairs and maintenance expenses in Q3 year-to-date have been significantly higher than budget. Increases have been experienced in nearly all areas including doors and windows, electrical, mechanical, and plumbing repairs. As well, the housing portfolio has experienced several major incidents requiring significant restoration. Operating Services, primarily snow removal, are higher than budget due to the significant snowfalls experienced this past winter season. Municipal property taxes are also higher than budget.

Highlights for the third quarter and full-year forecast to year-end, as well as detailed variance explanations, are provided in Attachment #1 - 2022 Third Quarter Financial Report.

Financial Status – Capital

At the end of 2021, the Chief Administrative Officer approved the carryforward of 32 capital projects totaling \$1,372,087. Total capital expenditures and commitments on these carryforward projects, for the period ended September 30, 2022, were \$1,155,607.

The Board-approved capital budget for 2022 was \$4,237,900 representing 83 projects. Total capital expenditures and commitments on the projects, for the period ended September 30, 2022, were \$2,447,828. Vacancies in key positions within the Infrastructure and Asset Management Department and supply chain challenges have resulted in delays. Twenty-three (23) projects have not yet started, and although it is anticipated that most of the capital projects will be scoped by the end of the year, they will be required to be carried into 2023 for completion.

Highlights for the third quarter capital expenditures and project status updates are provided in Attachment #2 – 2022 Third Quarter Financial Report – Capital.

Financial Legislative Compliance

TBDSSAB is required to file, and remit payment for, certain Federal, Provincial, and other payroll remittances and contributions, including Canada Pension Plan, Employment Insurance, Employee Income Tax, Employer Health Tax, Harmonized Sales Tax, and the Ontario Municipal Employee Retirement Savings Plan.

Attachment #3 - Fiduciary Responsibility Checklist, certified by the Director, Corporate Services Division, and the Chief Administrative Officer, indicates that all filings and remittances were made in accordance with the established requirements and timelines, and that TBDSSAB is compliant with all applicable labour laws.

TBDSSAB is also required to file, and submit, certain financial and program reports to the Province, in accordance with its various funding agreements. All reports were filed in accordance with the established requirements and timelines.

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



Although a program levy operating deficit of \$68,900 is projected, at this time there are no direct financial implications associated with this Report. Administration will continue to monitor the financial variances and once 2022 year-end procedures are substantially complete, if necessary, Administration will present a Report to the Board with options to mitigate any deficit.

CONCLUSION

It is concluded that the 2022 Third Quarter Financial Report indicates a year-to-date net deficit of \$555,000, with a forecast program levy operating deficit for the year of \$68,900, or 0.3% of the 2022 Levy.

REFERENCE MATERIALS

- Attachment #1 [2022 Third Quarter Financial Report - Operating](#)
- #2 [2022 Third Quarter Financial Report – Capital](#)
- #3 [Fiduciary Responsibility Checklist](#)

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



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

**2022 THIRD QUARTER
FINANCIAL REPORT**

Operating Budget

INTRODUCTION

A financial report is prepared and reported to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) quarterly to provide a comparison of year-to-date and forecast revenues and expenses to the Board-approved budget and includes an explanation of significant variances to the approved budget, by program area.

This Report is provided on the same basis that Provincial funding is provided, and matches the annual budget format, where certain accruals for potential future employee entitlements are not considered and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased. This Report will identify any anticipated program levy operating surplus, or deficit, for the year.

EXECUTIVE SUMMARY

Reflecting results for the 9-month period ending September 30, 2022, this Report provides an indication of TBDSSAB's financial status for the year, and identification of any significant variances from the 2022 approved Operating Budget.

Overall, from an operating levy perspective, Administration is forecasting it to be over budget by \$68,900 for the 2022 year. Table 1 provides a breakdown of the forecast year-end variances, by program.

Table 1:

2022 Forecast Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 15,000
Child Care and Early Years	\$ -
Community Housing Programs	\$ 752,200
Direct-Owned Community Housing Building Operations	\$ (836,100)
Forecast Program Levy Operating Surplus/(Deficit)	\$ (68,900)



Table 2 shows the 2022 Operating Budget revenue and expenditures, third quarter variances, and year-end projections.

Table 2:

Description	Year-To-Date				Year 2022			
	Budget	Actuals	Variance		Budget	Forecast	Variance	
	(\$000s)	(\$000s)	(\$000s)	(%)	(\$000s)	(\$000s)	(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	17,290.7	17,290.7	-	0.0%	23,054.3	23,054.3	-	0.0%
Federal grants	9,067.7	6,567.1	(2,500.6)	-27.6%	12,090.2	13,719.1	1,628.9	13.5%
Provincial grants	40,948.7	42,001.9	1,053.2	2.6%	54,598.3	59,347.1	4,748.8	8.7%
Rents	8,326.6	8,504.9	178.4	2.1%	11,102.1	11,315.0	212.9	1.9%
Other revenue	309.2	657.0	347.9	112.5%	412.2	708.4	296.2	71.9%
Interest on unrestricted funds	75.0	75.0	-	0.0%	100.0	100.0	-	0.0%
Interest on restricted funds	542.0	448.1	(93.9)	-17.3%	722.6	600.0	(122.6)	-17.0%
From (to) reserve funds	(2,232.8)	(5,415.8)	(3,183.0)	142.6%	(2,977.1)	(6,131.4)	(3,154.3)	106.0%
Prior year surplus	-	-	-	n/a	-	409.3	409.3	n/a
Total Financing	74,327.0	70,128.9	(4,198.0)	-5.6%	99,102.6	103,121.8	4,019.2	4.1%
Expenses								
Personnel services	10,628.2	10,269.5	358.7	3.4%	14,170.9	13,659.4	511.5	3.6%
Interest on long-term debt	214.6	217.2	(2.6)	-1.2%	286.1	286.1	-	0.0%
Materials	13,809.7	13,351.1	458.6	3.3%	18,412.9	18,611.9	(199.0)	-1.1%
Contract services	195.7	415.5	(219.8)	-112.3%	260.9	530.6	(269.7)	-103.4%
Rents and financial expenses	145.7	85.8	60.0	41.1%	194.3	122.0	72.3	37.2%
External transfers	47,428.0	44,394.6	3,033.3	6.4%	63,237.3	67,440.3	(4,203.0)	-6.6%
Loan principal repayment	1,905.2	1,950.3	(45.2)	-2.4%	2,540.2	2,540.4	(0.2)	0.0%
Total Expenses	74,327.0	70,684.0	3,643.0	4.9%	99,102.6	103,190.7	(4,088.1)	-4.1%
Excess (Deficiency) of Revenues over Expenses	-	(555.0)	(555.0)	n/a	-	(68.9)	(68.9)	n/a

2022 THIRD QUARTER OPERATING BUDGET RESULTS

The Third Quarter Report provides an indication of TBDSSAB's financial status as at September 30, 2022, and a projection for the year, and identifies any significant variances from the 2022 Operating Budget. Overall, in Q3, TBDSSAB recorded a net deficit of \$555,000, and a deficit of \$68,900, or 0.3% of the 2022 Levy, is projected to year-end.

A. Board and Office of the Chief Administrative Officer

This section includes expenses associated with the Board, and Office of the Chief Administrative Officer (CAO), including Human Resources.

Table 3:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	234.0	231.4	(2.6)	-1.1%	312.0	308.0	(4.0)	-1.3%
Ontario Works	484.5	478.9	(5.6)	-1.2%	646.0	636.9	(9.1)	-1.4%
Child care and early years programs	121.4	118.2	(3.1)	-2.6%	161.8	157.4	(4.4)	-2.7%
Housing programs	169.7	166.6	(3.1)	-1.8%	226.3	221.5	(4.8)	-2.1%
Total Allocation	1,009.6	995.2	(14.4)	-1.4%	1,346.1	1,323.8	(22.3)	-1.7%
Expenses								
Personnel services	793.4	816.4	(23.0)	-2.9%	1,057.9	1,057.7	0.2	0.0%
Materials	155.9	129.3	26.6	17.1%	207.9	187.9	20.0	9.6%
Contract services	60.2	49.4	10.8	17.9%	80.3	78.2	2.1	2.6%
Total Expenses	1,009.6	995.2	14.4	1.4%	1,346.1	1,323.8	22.3	1.7%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 3, above, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the Board and Office of the CAO.

Expenses related to the Board and Office of the CAO are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. The forecast for Board and Office of the CAO expenses is materially on budget.



B. Corporate Services

Corporate Services includes costs associated with Purchasing, Finance, Information Services, and Infrastructure and Asset Management.

Table 4:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	1,045.8	982.9	(62.9)	-6.0%	1,394.4	1,310.8	(83.6)	-6.0%
Ontario Works	1,631.9	1,659.1	27.3	1.7%	2,175.8	2,217.5	41.7	1.9%
Child care and early years programs	96.2	97.3	1.1	1.2%	128.3	131.1	2.8	2.2%
Housing programs	174.8	177.8	3.0	1.7%	233.0	238.1	5.1	2.2%
Total Allocation	2,948.6	2,917.1	(31.5)	-1.1%	3,931.5	3,897.5	(34.0)	-0.9%
Financing								
Levy to municipalities and TWOMO	(75.0)	(75.0)	-	0.0%	(100.0)	(100.0)	-	0.0%
Interest on unrestricted funds	75.0	75.0	-	0.0%	100.0	100.0	-	0.0%
Interest on restricted funds	542.0	448.1	(93.9)	-17.3%	722.6	600.0	(122.6)	-17.0%
Other revenue	1.1	3.0	1.8	163.0%	1.5	3.0	1.5	100.0%
From (to) reserve funds	(542.0)	(448.1)	93.9	-17.3%	(722.6)	(600.0)	122.6	-17.0%
Total Financing	1.1	3.0	1.8	163.0%	1.5	3.0	1.5	100.0%
Expenses								
Personnel services	2,027.7	1,903.6	124.1	6.1%	2,703.6	2,526.6	177.0	6.5%
Materials	875.2	963.3	(88.1)	-10.1%	1,166.9	1,250.6	(83.7)	-7.2%
Contract services	67.2	74.6	(7.4)	-11.0%	89.6	150.6	(61.0)	-68.1%
Rents and financial expenses	10.1	9.0	1.1	11.1%	13.5	13.3	0.2	1.5%
Total Expenses	2,980.2	2,950.5	29.7	1.0%	3,973.6	3,941.1	32.5	0.8%
Recoveries								
From HQ building operations	30.5	30.5	-	0.0%	40.6	40.6	-	0.0%
Total Expenses Less Recoveries	2,949.8	2,920.0	29.7	1.0%	3,933.0	3,900.5	32.5	0.8%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 4, above, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for Corporate Services.

Expenses related to Corporate Services are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Overall, the forecast for Corporate Services expenses is materially on budget, although there are significant variances in certain lines.

Expense highlights for Q3 and the full-year forecast include:



Personnel Services	Forecast \$177,000 (6.5%) favourable
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Personnel Services expenses were lower than budget in Q3 and are forecast to be under budget by \$177,000 at year-end due to temporarily vacant positions throughout the year. All positions are now filled or are in the recruitment process.

Materials	Forecast \$83,700 (7.2%) unfavourable
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Materials expenses were higher than budget in Q3 and are forecast to be over budget by \$83,700 at year-end due to additional costs related to network security and corporate software and server licensing.

Contract Services	Forecast \$61,000 (68.1%) unfavourable
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Contract Services expenses were higher than budget in Q3 and are forecast to be over budget by \$61,000 at year-end, mainly due to unexpected legal expenses.

Also, as a result of the temporarily vacant position identified above, Administration has contracted with several Vendors of Record to develop schematic designs and provide contract management for certain capital projects during the year. This unfavourable variance is allocated directly to the Direct-Owned Community Housing Building Operations program area.



C. Office Headquarters Building Operations

Table 5, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the Office Headquarters Building Operations.

Table 5:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	188.2	188.2	-	0.0%	250.9	250.9	-	0.0%
Ontario Works	721.4	721.4	-	0.0%	961.8	961.8	-	0.0%
Child care and early years programs	52.3	52.3	-	0.0%	69.7	69.7	-	0.0%
Housing programs	83.6	83.6	-	0.0%	111.5	111.5	-	0.0%
Total Allocation	1,045.4	1,045.4	-	0.0%	1,393.9	1,393.9	-	0.0%
Financing								
Other revenue	2.6	0.6	(2.0)	-75.6%	3.5	0.7	(2.8)	-80.0%
From (to) reserve funds	(149.3)	(149.3)	-	0.0%	(199.1)	(199.1)	-	0.0%
Imputed rent adjustment	(159.5)	(220.5)	(61.0)	38.3%	(212.6)	(221.8)	(9.2)	4.3%
Total Financing	(306.2)	(369.2)	(63.0)	20.6%	(408.2)	(420.2)	(12.0)	2.9%
Expenses								
Interest on long-term debt	73.8	77.4	(3.6)	-4.9%	98.4	98.4	-	0.0%
Materials	397.2	331.3	65.9	16.6%	529.6	517.6	12.0	2.3%
Loan principal repayment	222.8	222.0	0.8	0.3%	297.0	297.0	-	0.0%
Internal administrative expense	45.5	45.5	-	0.0%	60.7	60.7	-	0.0%
Total Expenses	739.3	676.3	63.0	8.5%	985.7	973.7	12.0	1.2%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to Office Headquarters Building Operations are allocated to programs as an Imputed Rent, based on a predetermined calculation approved through the annual Operating Budget. Overall, expenses were under budget in Q3 but are forecast to be materially on budget at year-end.

D. Integrated Social Services Program Support

Integrated Social Services (ISS) Program Support includes costs associated with integrated program eligibility, policy and data research, and the shared intake and reception area located at TBDSSAB headquarters.

Table 6, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for ISS Program Support.



Table 6:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	126.6	120.5	(6.1)	-4.8%	168.8	162.0	(6.8)	-4.0%
Ontario Works	734.6	749.1	14.4	2.0%	979.5	1,007.9	28.4	2.9%
Child care and early years programs	272.0	262.5	(9.6)	-3.5%	362.7	368.1	5.4	1.5%
Housing programs	354.5	337.5	(17.0)	-4.8%	472.7	454.5	(18.2)	-3.9%
Total Allocation	1,487.8	1,469.5	(18.3)	-1.2%	1,983.7	1,992.5	8.8	0.4%
Financing								
Other revenue	-	-	-	n/a	-	-	-	n/a
Total Financing	-	-	-	n/a	-	-	-	n/a
Expenses								
Personnel services	1,661.1	1,558.4	102.7	6.2%	2,214.8	2,103.4	111.4	5.0%
Materials	42.2	24.1	18.1	42.9%	56.2	37.4	18.8	33.5%
Contract services	-	-	-	n/a	-	-	-	n/a
Total Expenses	1,703.3	1,582.5	120.8	7.1%	2,271.0	2,140.8	130.2	5.7%
Recoveries								
From homelessness programs	215.5	113.0	(102.5)	-47.6%	287.3	148.3	(139.0)	-48.4%
Total Expenses Less Recoveries	1,487.8	1,469.5	18.3	1.2%	1,983.7	1,992.5	(8.8)	-0.4%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Expenses related to ISS Program Support are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for Q3 and the full-year forecast include:

Personnel Services	Forecast \$111,400 (5.0%) favourable
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Personnel Services costs were less than budget in Q3 and are forecast to be under budget by \$11,400 at year-end, due to temporarily vacant positions. All positions are now filled or are in the recruitment process.

Recovery from Homelessness Programs	Forecast \$139,000 (48.4%) unfavourable
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The 2022 Integrated Social Services Program Support Budget included administrative recovery from the Homelessness Prevention Program (formerly the Community Homelessness Prevention Initiative). This administrative recovery will now be applied to the Housing Programs Budget.

E. Social Assistance

Through the Ontario Works (OW) program, TBDSSAB provides short-term social assistance to, or on behalf of, eligible individuals and families in the form of financial and employment benefits to assist recipients to reach financial independence through employment.

Table 7, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q3, and are forecast to be slightly lower than budget by \$12,000 at year-end resulting in a levy surplus of \$15,000.

Table 7:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	2,766.7	2,766.7	-	0.0%	3,688.9	3,688.9	-	0.0%
Provincial grants	22,683.5	22,403.0	(280.5)	-1.2%	30,244.7	30,241.4	(3.3)	0.0%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	110.0	152.1	42.1	38.3%	146.7	153.0	6.3	4.3%
Total Financing	25,560.2	25,321.8	(238.4)	-0.9%	34,080.3	34,083.3	3.0	0.0%
Expenses								
Personnel services	2,967.8	2,821.9	145.9	4.9%	3,957.1	3,749.6	207.5	5.2%
Materials	414.5	318.4	96.1	23.2%	552.7	489.1	63.6	11.5%
Contract services	7.5	2.4	5.1	67.6%	10.0	7.5	2.5	25.0%
Rents and financial expenses	84.6	75.4	9.2	10.9%	112.8	101.9	10.9	9.7%
External transfers	18,508.7	18,394.9	113.8	0.6%	24,678.2	24,624.7	53.5	0.2%
Internal administration allocation	2,946.1	3,090.6	(144.5)	-4.9%	3,928.1	4,133.7	(205.6)	-5.2%
Imputed rent recovery	721.4	721.4	-	0.0%	961.8	961.8	-	0.0%
Total Expenses	25,650.5	25,424.9	225.6	0.9%	34,200.7	34,068.3	132.4	0.4%
Recoveries								
From homelessness programs	90.3	-	(90.3)	-100.0%	120.4	-	(120.4)	-100.0%
Total Expenses Less Recoveries	25,560.2	25,424.9	135.3	0.5%	34,080.3	34,068.3	12.0	0.0%
Excess (Deficiency) of Revenues over Expenses	-	(103.1)	(103.1)	n/a	-	15.0	15.0	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q3 and the full-year forecast include:

Personnel Services	Forecast \$207,500 (5.2%) favourable
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Personnel Services costs were less than budget in Q3 and are forecast to be under budget by \$207,500 at year-end, due to temporarily vacant positions. All positions are now filled or are in the recruitment process.



Materials	Forecast \$63,600 (11.5%) favourable
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Materials expenses were lower than budget in Q3 and are forecast to be under budget by \$63,300 at year-end due, in part, to pandemic restrictions which resulted in lower costs associated with on-site client training.

External Transfers	Forecast \$53,500 (0.2%) favourable
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Administration expects the OW caseload to return to the regular cyclical trend in 2022 and based on the Q3 experience this would result in financial assistance to recipients being materially on budget (\$19,700 favourable variance).

Employment assistance benefits were slightly less than budget in Q3, as Administration has undertaken several employment-focused initiatives which has reduced the expected surplus to \$33,800.

Internal Administration Allocation	Forecast \$205,600 (5.2%) unfavourable
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Internal Administration is comprised of Board, Office of the CAO, Corporate Services, and ISS Program Support. These costs are allocated to programs based on a predetermined weighting approved through the annual Operating Budget. Further variance explanation was provided above.

Recovery from Homelessness Programs	Forecast \$120,400 (100.0%) unfavourable
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The 2022 OW Program Delivery Budget included administrative recovery from the Homelessness Prevention Program (formerly the Community Homelessness Prevention Initiative). This administrative recovery will now be applied to the Housing Programs Budget.

F. Child Care and Early Years

TBDSSAB is the service system manager for child care and early years' services in the District of Thunder Bay and administers child care and EarlyON programs to create a comprehensive, consistent, quality-driven system to support children and families.

The following significant events have impacted, or will impact, the financial performance within the child care and early years' programs:

- Canada-Wide Early Learning and Child Care (CWELCC) – The Province of Ontario signed on to the Federal government's national affordable child care program in April. Through the CWELCC, Service Managers will receive funding to provide to participating licensees in order to reduce parent fees and increase workforce compensation. Administration is working with the Province and other Service Managers to develop the tools to enable an effective implementation.



Administration is also working closely with child care operators to disseminate a fulsome understanding of program requirements.

Table 8, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances, and year-end projections for child care and early years' programs. Overall, child care and early years' program expenses were lower than budget in Q3 but are forecast to be higher than budget by \$3.7 million at year-end due to the introduction of the CWELCC. Since the CWELCC is 100% federally funded, there is no levy impact anticipated.

Table 8:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	1,256.3	1,256.3	-	0.0%	1,675.1	1,675.1	-	0.0%
Federal grants	1,496.4	754.2	(742.2)	-49.6%	1,995.2	5,290.2	3,295.0	165.1%
Provincial grants	11,590.8	12,670.4	1,079.6	9.3%	15,454.4	18,430.4	2,976.0	19.3%
From (to) reserve funds	-	(3,072.5)	(3,072.5)	n/a	-	(3,072.5)	(3,072.5)	n/a
Imputed rent adjustment	8.0	11.0	3.1	38.7%	10.6	11.1	0.5	4.7%
Total Financing	14,351.5	11,619.5	(2,732.0)	-19.0%	19,135.3	22,334.3	3,199.0	16.7%
Expenses								
Personnel services	328.4	345.0	(16.6)	-5.1%	437.8	467.0	(29.2)	-6.7%
Materials	27.6	29.0	(1.4)	-5.1%	36.8	38.0	(1.2)	-3.3%
Contract services	0.8	-	0.8	100.0%	1.0	-	1.0	100.0%
External transfers	13,452.9	10,718.0	2,734.9	20.3%	17,937.2	21,103.0	(3,165.8)	-17.6%
Internal administration allocation	658.3	646.7	11.6	1.8%	877.7	881.5	(3.8)	-0.4%
Imputed rent recovery	52.3	52.3	-	0.0%	69.7	69.7	-	0.0%
Total Expenses	14,520.2	11,790.9	2,729.2	18.8%	19,360.2	22,559.2	(3,199.0)	-16.5%
Recoveries								
Other recoveries	168.7	168.7	-	0.0%	224.9	224.9	-	0.0%
Total Expenses Less Recoveries	14,351.5	11,622.3	2,729.2	19.0%	19,135.3	22,334.3	(3,199.0)	-16.7%
Excess (Deficiency) of Revenues over Expenses	-	(2.8)	(2.8)	n/a	-	-	-	n/a

Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q3 and the full-year forecast include:

External Transfers	Forecast \$3,165,800 (17.6%) unfavourable
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External transfers for child care and early years were less than budget in Q3 but are expected to be higher than budget at year-end due to implementation of the CWELCC. The additional CWELCC expense is 100% federally funded and will not impact the levy. Administration is working through the process to implement the CWELCC. A further breakdown of External Transfers is provided in Table 9, below:



Table 9:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Fee Subsidy	3,375.0	2,360.7	1,014.3	30.1%	4,500.0	2,662.8	1,837.2	40.8%
Special Needs	1,193.0	1,180.8	12.2	1.0%	1,590.6	1,567.0	23.6	1.5%
General Operating	4,202.6	3,395.0	807.6	19.2%	5,603.4	7,386.2	(1,782.8)	-31.8%
Occupancy Incentive	225.0	-	225.0	100.0%	300.0	300.0	-	0.0%
Wage Enhancement	918.9	1,208.6	(289.7)	-31.5%	1,225.2	1,214.4	10.8	0.9%
Other	235.2	127.1	108.1	46.0%	313.6	279.0	34.6	11.0%
Workforce Funding	783.4	55.5	727.9	92.9%	1,044.5	725.3	319.2	30.6%
Federal Safe Restart	-	21.4	(21.4)	n/a	-	21.4	(21.4)	n/a
EarlyON	1,636.9	1,513.2	123.7	7.6%	2,182.5	2,155.6	26.9	1.2%
Journey Together	883.1	855.8	27.3	3.1%	1,177.4	1,150.2	27.2	2.3%
CWELCC	-	-	-	n/a	-	3,641.1	(3,641.1)	n/a
Total	13,452.9	10,718.0	2,734.9	20.3%	17,937.2	21,103.0	(3,165.8)	-17.6%

Utilization of Fee Subsidy had been trending lower in 2022 and the CWELCC fee reduction will further reduce the amount of Fee Subsidy provided to Child Care Operators. This favourable variance will be redistributed to Operators in the form of General Operating subsidy.

G. Housing Programs

TBDSSAB is the service system manager for various housing and homelessness programs and services in the District of Thunder Bay. TBDSSAB supports 929 housing units operated by non-profit housing providers, and over 600 units through rent supplement agreements.

The following significant events have impacted, or will impact, the financial performance within Housing Programs:

- Homelessness Prevention Program (HPP) – Effective April 1, 2022, the HPP consolidates the Community Homelessness Prevention Initiative (CHPI), Home for Good (HFG), and the Strong Communities Rent Supplement Program into a single, more flexible, program.

Table 10, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances and year-end projections for Housing Programs.



Table 10:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	7,023.4	7,023.4	-	0.0%	9,364.5	9,364.5	-	0.0%
Federal grants	5,716.2	3,956.6	(1,759.6)	-30.8%	7,621.6	5,954.0	(1,667.6)	-21.9%
Provincial grants	6,674.4	6,927.3	252.9	3.8%	8,899.2	10,673.8	1,774.6	19.9%
Other revenue	97.5	60.5	(37.0)	-37.9%	130.0	88.9	(41.1)	-31.6%
From (to) reserve funds	232.5	232.5	-	0.0%	310.0	310.0	-	0.0%
Prior year surplus	-	-	-	n/a	-	409.3	409.3	n/a
Imputed rent adjustment	12.8	17.6	4.9	38.3%	17.0	17.8	0.8	4.7%
Total Financing	19,756.7	18,217.9	(1,538.9)	-7.8%	26,342.3	26,818.3	476.0	1.8%
Expenses								
Personnel services	327.4	357.1	(29.7)	-9.1%	436.5	486.9	(50.4)	-11.5%
Materials	1,720.1	178.7	1,541.4	89.6%	2,293.5	1,206.9	1,086.6	47.4%
Contract services	52.5	36.3	16.2	30.8%	70.0	41.6	28.4	40.6%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	15,465.4	15,278.9	186.5	1.2%	20,620.5	21,709.1	(1,088.6)	-5.3%
Internal administration allocation	2,458.1	2,370.0	88.0	3.6%	3,277.4	3,213.3	64.1	2.0%
Imputed rent recovery	83.6	83.6	-	0.0%	111.5	111.5	-	0.0%
Total Expenses	20,107.1	18,304.7	1,802.3	9.0%	26,809.4	26,769.3	40.1	0.1%
Recoveries								
From housing programs	224.8	186.1	(38.6)	-17.2%	299.7	304.8	5.1	1.7%
From homelessness programs	125.6	312.5	186.9	148.9%	167.4	398.4	231.0	138.0%
Total Expenses Less Recoveries	19,756.7	17,806.2	1,950.6	9.9%	26,342.3	26,066.1	276.2	1.0%
Excess (Deficiency) of Revenues over Expenses	-	411.7	411.7	n/a	-	752.2	752.2	n/a

Overall, Housing Program expenses were lower than budget in Q3, and are forecast to be lower than budget by \$276,200 at year-end. At this time a program levy operating surplus of \$752,200 is expected.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for Q3 and the full-year forecast include:

Materials	Forecast \$1,086,600 (47.4%) favourable
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Materials were lower than budget in Q3 and are expected to be \$1,086,600 less than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
OPHI	300.4	-	300.4	100.0%	400.5	900.5	(500.0)	-124.8%
COCHI	1,400.3	159.5	1,240.8	88.6%	1,867.1	284.9	1,582.2	84.7%
Other	19.4	19.2	0.2	0.9%	25.9	21.5	4.4	17.0%
Total	1,720.1	178.7	1,541.4	89.6%	2,293.5	1,206.9	1,086.6	47.4%



Ontario Priorities Housing Initiative (OPHI) funds, expected to be spent on the Bertrand Court regeneration project in 2021, have been redirected to various projects within the approved 2022 TBDSSAB Capital Budget. The favourable variance in the Canada-Ontario Community Housing Initiative (COCHI) is due to anticipated timing of project completions. OPHI and COCHI are funded 100% by the Federal and Provincial governments.

External Transfers **Forecast \$1,088,600 (5.3%) unfavourable**

External transfers for Housing Programs were less than budget in Q3 but are expected to be \$1,088,600 higher than budget at year-end. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Provincial Reformed	4,563.6	4,544.4	19.2	0.4%	6,084.8	5,991.5	93.3	1.5%
Urban Native housing program	910.7	1,054.7	(144.0)	-15.8%	1,214.3	1,287.2	(72.9)	-6.0%
Private landlord rent supplement	2,188.8	1,896.8	292.0	13.3%	2,918.4	2,502.1	416.3	14.3%
Non-profit rent supplement	574.8	554.3	20.5	3.6%	766.4	736.8	29.6	3.9%
Strong Communities rent supplement	321.2	281.7	39.5	12.3%	428.3	391.5	36.8	8.6%
Portable Housing Benefit	449.6	391.8	57.8	12.8%	599.4	549.5	49.9	8.3%
IAH Rent Supplement	90.3	80.1	10.2	11.3%	120.4	122.2	(1.8)	-1.5%
IAH Ontario Renovates	-	(23.6)	23.6	n/a	-	(23.5)	23.5	n/a
IAH-SIF housing allowance	63.8	36.0	27.8	43.6%	85.1	46.3	38.8	45.6%
OPHI Ontario Renovates	573.6	238.2	335.4	58.5%	764.8	418.9	345.9	45.2%
COCHI capital repairs	-	-	-	n/a	-	-	-	n/a
COCHI rent supplement	548.1	459.9	88.2	16.1%	730.8	674.8	56.0	7.7%
COCHI transitional operating	68.2	68.2	(0.1)	-0.1%	90.9	90.9	-	0.0%
Reaching Home	45.0	35.3	9.7	21.6%	60.0	56.3	3.7	6.2%
CHPI	2,219.1	2,414.2	(195.1)	-8.8%	2,958.8	3,006.9	(48.1)	-1.6%
SSRF	1,980.5	2,428.9	(448.4)	-22.6%	2,640.7	4,753.4	(2,112.7)	-80.0%
Home for Good	868.1	818.0	50.0	5.8%	1,157.4	1,104.3	53.1	4.6%
Total	15,465.4	15,278.9	186.5	1.2%	20,620.5	21,709.1	(1,088.6)	-5.3%

The unfavorable variance is mainly due to additional Social Services Relief Fund (SSRF) funding that was not known when the 2022 Budget was developed. The SSRF allocations are 100% Provincially funded and do not impact the levy.

Administration expects favourable variances in the various rent supplement programs. Administration is lessening its reliance on the private market landlord rent supplement program to meet service level standards, in favour of the more flexible portable housing benefit (PHB). The private market landlord rent supplement budget allowed for 344 units per month. In Q3, the number of units per month averaged 329, and the forecast for the year is a monthly average of 323 rent supplement units. This reflects the strategy to reduce 3+ bedroom rent supplement units as they arise and seek to engage more PHBs over time. This favourable variance contributes \$416,300 to the projected program levy operating surplus.



Recovery from Homelessness Programs	Forecast \$231,000 (138.0%) favourable
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The 2022 OW Program Delivery and Integrated Social Services Program Support Budgets included administrative recovery from the Homelessness Prevention Program (formerly the Community Homelessness Prevention Initiative). This administrative recovery will now be applied to the Housing Programs Budget.

H. Direct-Owned Community Housing Building Operations

TBDSSAB operates and maintains 2,493 direct-owned housing units throughout the District of Thunder Bay. Table 13, below, shows the 2022 Operating Budget revenues and expenditures, third quarter variances, and year-end projections for direct-owned Community Housing building operations.

Overall, direct-owned Community Housing building operation expenses were more than budget in Q3 and are expected to be \$1,187,800 higher than budget at year-end; however, this unfavourable amount is somewhat offset due to higher rent revenues, resulting in a program levy operating deficit of \$836,100 expected by year end.



Table 13:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	6,319.4	6,319.4	-	0.0%	8,425.8	8,425.8	-	0.0%
Federal grants	1,855.1	1,856.3	1.3	0.1%	2,473.4	2,474.9	1.5	0.1%
Provincial grants	-	1.3	1.3	n/a	-	1.5	1.5	n/a
Rents	8,326.6	8,504.9	178.4	2.1%	11,102.1	11,315.0	212.9	1.9%
Other revenue	207.9	592.9	385.0	185.2%	277.2	615.8	338.6	122.2%
From (to) reserve funds	(1,774.1)	(1,978.5)	(204.4)	11.5%	(2,365.4)	(2,569.8)	(204.4)	8.6%
Imputed rent adjustment	28.7	39.7	11.0	38.2%	38.3	39.9	1.6	4.2%
Total Financing	14,963.6	15,336.0	372.4	2.5%	19,951.4	20,303.1	351.7	1.8%
Expenses								
Personnel services	2,522.4	2,467.1	55.3	2.2%	3,363.2	3,268.2	95.0	2.8%
Interest on long-term debt	140.8	139.7	1.0	0.7%	187.7	187.7	-	0.0%
Materials	10,177.0	11,377.0	(1,200.0)	-11.8%	13,569.3	14,884.4	(1,315.1)	-9.7%
Contract services	7.5	252.7	(245.2)	-3269.5%	10.0	252.7	(242.7)	-2427.0%
Rents and financial expenses	51.0	1.4	49.6	97.3%	68.0	6.8	61.2	90.0%
External transfers	1.1	2.9	(1.8)	-174.8%	1.4	3.5	(2.1)	-150.0%
Loan principal repayment	1,682.4	1,728.3	(45.9)	-2.7%	2,243.2	2,243.4	(0.2)	0.0%
Internal administration allocation	1,406.4	1,334.8	71.6	5.1%	1,875.2	1,780.8	94.4	5.0%
Imputed rent recovery	188.2	188.2	-	0.0%	250.9	250.9	-	0.0%
Total Expenses	16,176.7	17,492.0	(1,315.4)	-8.1%	21,568.9	22,878.4	(1,309.5)	-6.1%
Recoveries								
From Non-Profit rent supplement	835.6	799.0	(36.6)	-4.4%	1,114.1	1,077.9	(36.2)	-3.2%
From IAH rent supplement	41.1	49.6	8.5	20.7%	54.8	66.5	11.7	21.4%
From HFG housing allowance	4.4	6.2	1.7	39.0%	5.9	7.5	1.6	27.1%
Recovery from Ontario Works progra	95.1	203.5	108.4	114.0%	126.8	271.4	144.6	114.0%
Recovery from homelessness progra	158.5	158.5	-	0.0%	211.3	211.3	-	0.0%
Recovery from homelessness progra	63.4	63.4	-	0.0%	84.5	84.5	-	0.0%
Recovery from building overhead	15.1	15.1	-	0.0%	20.1	20.1	-	0.0%
Total Expenses Less Recoveries	14,963.6	16,196.9	(1,233.3)	-177.5%	19,951.4	21,139.2	(1,187.8)	-165.3%
Excess (Deficiency) of Revenues over Expenses	-	(860.9)	(860.9)	n/a	-	(836.1)	(836.1)	n/a

Expense highlights for Q3 and the full-year forecast include:

Materials Forecast **\$1,315,100 (9.7%) unfavourable**

Materials costs were higher than budget in Q3 and are expected to be \$1,315,100 higher than budget at year-end. A further breakdown of Materials is provided in Table 14, below:



Table 14:

Description	Year-To-Date				Year 2022			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
Repairs and maintenance	1,386.5	2,024.7	(638.1)	-46.0%	1,848.7	2,452.7	(604.0)	-32.7%
Operating services	1,313.3	1,561.6	(248.3)	-18.9%	1,751.0	2,064.6	(313.6)	-17.9%
Insurance	482.3	511.0	(28.7)	-5.9%	643.1	669.1	(26.0)	-4.0%
Gas	451.3	447.4	3.9	0.9%	601.7	659.6	(57.9)	-9.6%
Electricity	1,282.9	1,337.2	(54.3)	-4.2%	1,710.5	1,788.2	(77.7)	-4.5%
Water	1,165.2	1,376.6	(211.4)	-18.1%	1,553.6	1,663.7	(110.1)	-7.1%
Hot water tanks	62.6	71.9	(9.4)	-15.0%	83.4	123.5	(40.1)	-48.1%
Municipal taxes	3,783.0	3,858.0	(75.0)	-2.0%	5,044.0	5,194.7	(150.7)	-3.0%
Other	250.0	188.6	61.4	24.6%	333.3	268.3	65.0	19.5%
Total	10,177.0	11,377.0	(1,200.0)	-11.8%	13,569.3	14,884.4	(1,315.1)	-9.7%

Repairs and maintenance expenses in Q3 have been significantly higher than budget. Increases have been experienced in nearly all areas including door and window, electrical, mechanical, and plumbing repairs. The cost per call out has increased in 2022. Call out volume has been higher, as Administration has responded to an increased severity repair and maintenance issues. As well, the housing portfolio has experienced more major incidents requiring significant restoration to date versus prior years. Administration will continue to monitor the repairs and maintenance and will take appropriate action to mitigate this unfavourable variance.

The unfavourable variance in operating services is driven primarily by snow removal costs, given the significant snow events that occurred this past winter. Administration is anticipating the fall-2022 snow removal requirement will be similar to previous years, however, an unfavourable variance of \$313,600 in operating services is expected by year end.

An unfavourable variance in municipal property taxes of \$150,700 will occur as the municipal tax rates were higher than expected. And utilities costs are expected to be \$285,800 higher than budget as a result of higher consumption levels experienced partially due to colder and longer winter conditions in early 2022.

Contract Services	Forecast \$242,700 (2427%) unfavourable
--------------------------	--

Contract Services costs were higher than budget in Q3 and are expected to be \$242,700 higher than budget at year-end. This unfavourable variance is due to consulting costs related to the Bertrand Court Regeneration project which will be financed from the Capital Regeneration Reserve Fund. Also, Administration had contracted with a consultant in 2021 to perform a physical security audit of TBDSSAB properties which was completed in 2022.



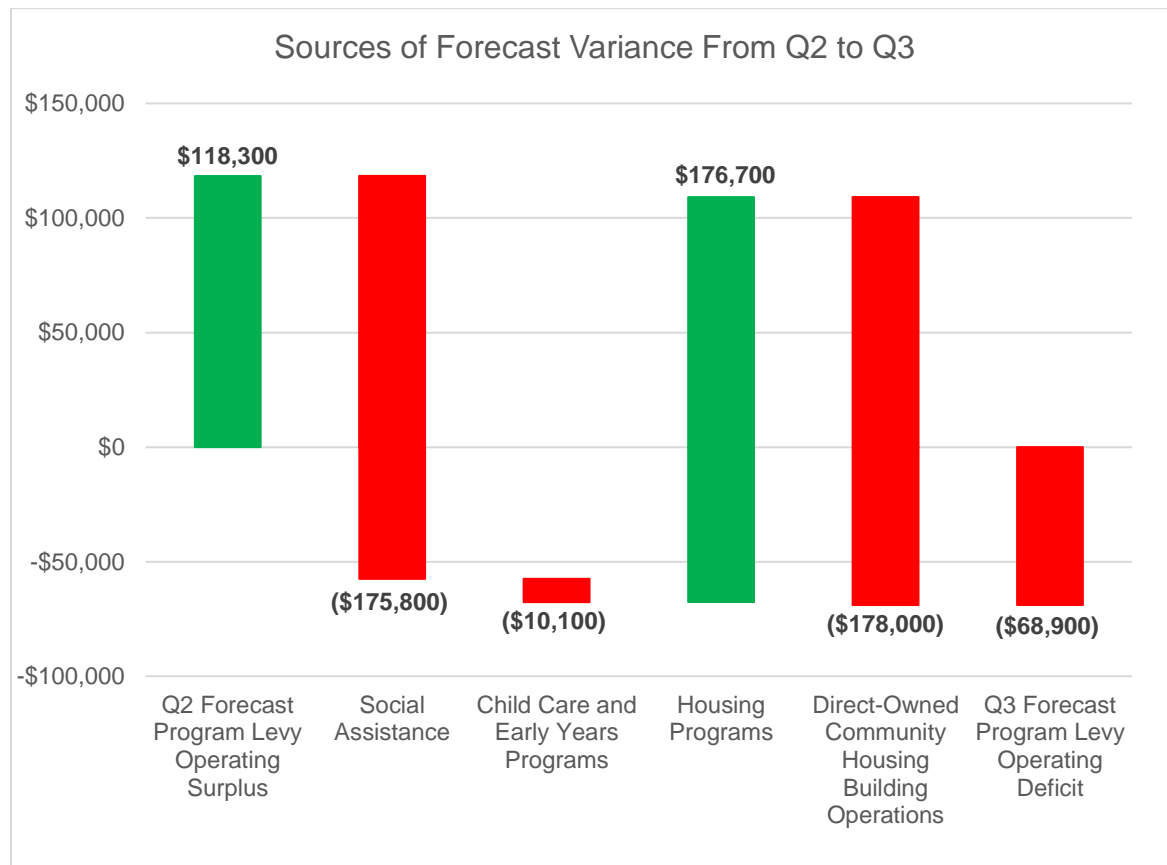
Internal Administration Allocation **Forecast \$94,400 (5.0%) favourable**

Internal Administration is comprised of Board and Office of the CAO, Corporate Services, and ISS Program Support. These costs are allocated to programs based on a predetermined weighting approved through the annual Operating Budget. Further variance explanation is provided above.

CONCLUSION

The 2022 Second Quarter Financial Report identified a forecast program levy operating surplus of \$118,300 with Community Housing Programs accounting for \$575,500, Social Assistance accounting for \$190,800, Child Care and Early Years accounting for \$10,100, and offset by Direct-Owned Community Housing Building Operations (\$658,100).

Through the 2022 Third Quarter Financial Report, Administration is projecting a program levy operating deficit of \$68,900 for the 2022 year. The chart below summarizes the change in estimates from Q2 to Q3, by program.





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

**2022 THIRD QUARTER
FINANCIAL REPORT**

Capital Budget



INTRODUCTION

On December 16, 2021, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2022 Capital Budget which included 82 projects totaling \$4,237,900. This includes individual capital projects in the direct-owned community housing portfolio (\$4,172,900), and TBDSSAB Headquarters (\$65,000).

In 2022, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, the Office Building Reserve Fund, the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI).

Also, subsequent to the 2021 year-end process, the Chief Administrative Officer (CAO) approved 32 capital projects, totaling \$1,372,087, from the 2021 Capital Budget to be carried forward and completed in 2022.

A financial report is prepared and reported to the Board quarterly to provide a comparison of year-to-date status of the various components of the approved Capital budget.

2022 THIRD QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the nine-month period ending September 30, 2022, this Report provides an indication of TBDSSAB's financial status in relation to the 2022 approved Capital Budget.

Overall, in Q3, TBDSSAB has spent or committed \$3,603,435 towards capital projects (2022 Approved Capital Budget and Carryforward projects).

A. 2022 Carryforward Projects

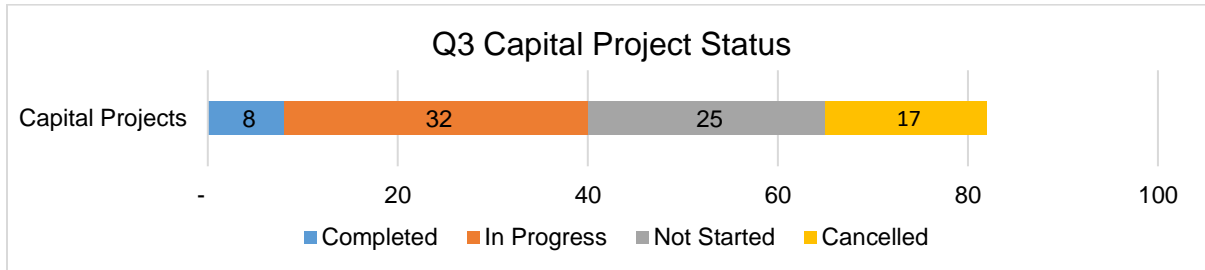
Through the 2021 year-end process, the CAO approved the carryforward of 32 capital projects totaling \$1,372,087. At September 30, 2022, TBDSSAB had spent or committed \$1,155,607 related to 2021 capital carryforward projects. Twenty-seven (27) projects are complete. Of the remaining five (5) projects:

- One (1) is in progress, and expected to be complete by year end;
- Three (3) have been awarded although the work will continue into 2023;
- One (1) has been cancelled.

B. 2022 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects and the TBDSSAB Headquarters totaling \$4,237,900. Based on the approved list, each project was reviewed and scheduled throughout the year to maximize procurement efficiency and project completion based on the nature of the project.

At September 30, 2022, \$2,447,828 or 58% of the approved capital budget had been spent or committed against the approved projects due to key vacancies in the Infrastructure and Asset Management Department:



Administration has retained the services of several consultants to assist in the development of project specifications. Of the 35 projects that are “in progress”, 21 have been scoped and 15 are in construction.

Highlights of Completed Projects:

- North James – interior painting and installation of fiberglass reinforced panels;
- Limbrick – replacement of 22 sump pumps;
- McLaughlin Court – installation of bird netting on 12 balconies.

Although significant work has been completed on the 2022 capital program, including preparation and planning for the larger projects (elevators, generators, domestic hot water), due to various supply chain challenges and staffing vacancies, 24 of the projects will be carried into 2023.

In addition, due to staffing vacancies, 23 projects have not yet started, and although it is anticipated that most of these projects will be scoped by the end of the year, they will be required to be carried into 2023 for completion.

CONCLUSION

At September 30, 2022, 100% of the 2021 carryforward capital projects and 70% of the 2022 capital projects were either completed, in construction, awarded, or cancelled. Administration has continued to monitor the capital plans during the year and is planning on scheduling the remaining projects to maximize completion later in 2022 or early 2023.



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

Fiduciary Responsibility Checklist

Year: 2022

[Supporting Documents](#)

	Q1	Q2	Q3	Q4	Comments
Corporate Filings					
Canada Pension Plan Contributions	✓	✓	✓		
Employment Insurance Premiums	✓	✓	✓		
Employer Health Tax (EHT) Premiums	✓	✓	✓		
Income Tax Deductions	✓	✓	✓		
OMERS Contributions	✓	✓	✓		
Workplace Safety and Insurance Board Premiums	✓	✓	✓		
T4s	✓				
EHT Annual Return	✓				
Harmonized Sales Tax Rebate	✓		✓		
Tax Filing (TBDHC)		✓			
Internal Governance					
Bank Reconciliation	✓	✓	✓		
Listing of Cheques	✓	✓	✓		
Debt Payments Made	✓	✓	✓		
Insurance Renewal	✓				
Provincial Reporting					
Ontario Works Monthly Subsidy Claim (20 th of each month)	✓	✓	✓		
OW Budget Submission		✓			
OW Mid-Year and Year-End Report		✓			
Child Care & Early Years Estimates Report					
Child Care & Early Years Financial Statement Report			✓		
Service Manager Annual Information Return		✓			
Social Housing TWOMO Report	✓	✓	✓		
Canada-Ontario Community Housing Initiative Report	✓	✓	✓		
Canada-Ontario Housing Benefit	✓	✓	✓		
Investment in Affordable Housing Report	✓	✓	✓		
Ontario Priorities Housing Initiative Report	✓	✓	✓		
Community Homelessness Prevention Initiative Report	✓	✓			
Social Services Relief Fund Report	✓	✓	✓		
Home for Good Report	✓	✓			

I certify, to the best of my knowledge and belief, that the above remittances, contributions, filings, and reporting requirements were completed during the period in accordance with established requirements and timelines.

And, I certify, to the best of my knowledge and belief, that TBDSSAB is in compliance with all applicable labour laws, including the Occupational Health and Safety Act, Accessibility for Ontarians with Disabilities Act, Employment Standards Act, and Canada Labour Code.

Director - Corporate Services Division

8-Nov-22

Date

Chief Administrative Officer

8-Nov-22

Date



BOARD REPORT

REPORT No.: 2022-67

MEETING DATE: NOVEMBER 17, 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 a further 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).

At the November 17, 2021 Board meeting, Administration provided information on the SSRF Phase 4 funding (Report No.: 2021CS-10). A total of \$2,722,400 was allocated to TBDSSAB, with both operating services and capital projects eligible under this funding. SSRF Phase 4 funding was fully allocated as of March 31, 2022.

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 services 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.

COMMENTS

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 pressures 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 October 31, 2022, 5 applications totalling \$161,994 have been approved under SSRF Phase 5.

Rent supports to assist those impacted by the pandemic, where rent and utility arrears may result in homelessness, is another area of priority under SSRF Phase 5. This support has been broadly shared with community partners, to assist in identifying those in need. As of October 31, a total of \$200,184 has been provided to assist with arrears.

TBDSSAB 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 October 31, 2022, a total of \$225,464 has been expended in these funding categories.

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 TBDSSAB providing 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. From April 1 through October 31, 2022, a total of \$13,685 has been expended in this category. Administration will continue to monitor the pressures in this area and work with emergency shelter providers and community support organizations to ensure opportunities for support are addressed.

The following chart outlines all the SSRF Phases 1 through 5 and Mental Health and Addictions funding expended by TBDSSAB through October 31, 2022:

	Mental Health & Addictions	SSRF Phases 1-4	SSRF Phase 5	Total
Capital	-	5,839,438	214,600	6,054,038
Community Support Applications	727,709	920,762	161,994	1,810,465
Isolation Shelter	15,536	1,151,576	-	1,167,112
Overflow Shelter	-	396,072	13,685	409,757
Supports to Housing Providers	-	26,873	-	26,873
Rent & Other Supports	50,419	1,303,701	200,184	1,554,304
Personnel Services	-	-	9,639	9,639
Communications & Technology	215,364	42,978	-	258,342
Security	-	593,528	225,205	818,733
Additional Cleaning & PPE	-	198,742	259	199,001
Administration	31,018	298,026	25,533	354,577
Expenditure Subtotal	\$1,040,046	\$10,771,696	\$851,099	\$12,662,841
Recoveries				
2021 Program Levy Operating Surplus	-	(409,272)	-	(409,272)
Anishnawbe Mushkiki	-	(55,000)	-	(55,000)
Reaching Home	-	(24,319)	-	(24,319)
CHPI*	-	(272,864)	-	(272,864)
Total	\$1,040,046	\$10,010,241	\$851,099	\$11,901,386

* Community Homelessness Prevention Initiative

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. All SSRF Phase 5 funding must be allocated by December 31, 2022.

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 also 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



TBDSSAB Quarterly Operational Report

Report No. 2022-68

3rd Quarter Operational Report

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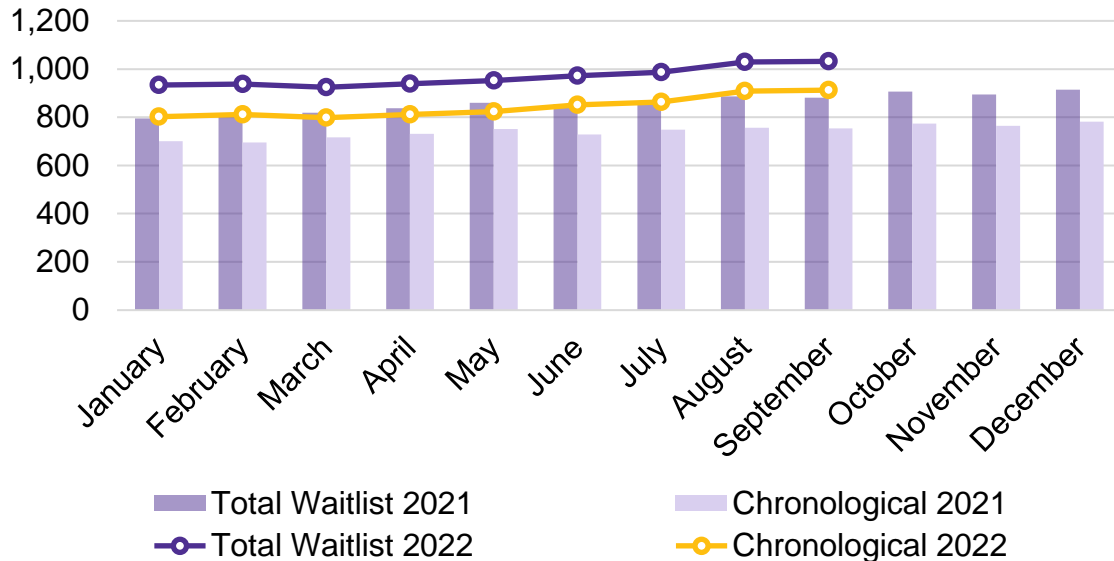
Community Housing: Waitlist and Housed Statistics

Total Applicants on Waitlist	1032
Special Priority Program (SPP)	40
Exceptional – High Needs Homeless	37
Exceptional – Other ²	17
Chronological	913

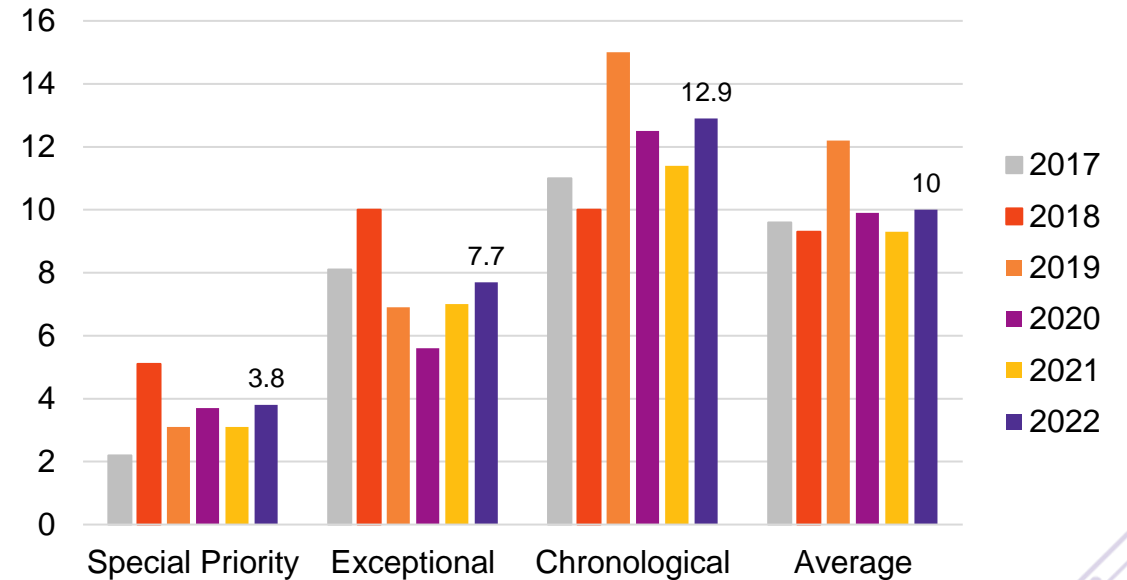
2022 Year to Date Average Time on Waitlist since Application

	Months
Special Priority Program	3.8
Exceptional	7.7
Chronological	12.9
Average	10.0

Total and Chronological Waitlist Trends ¹

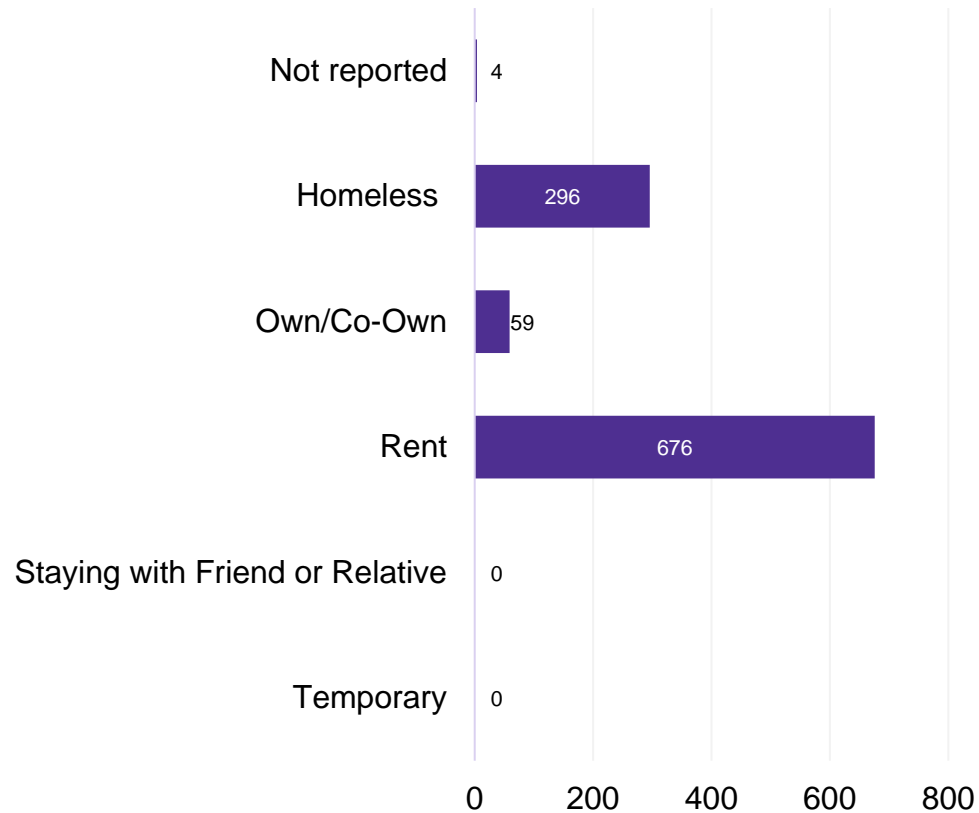


Average Time on Waitlist Year over Year in Months

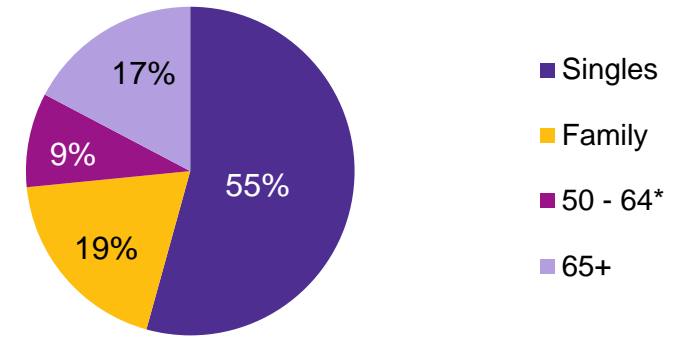


Community Housing: Applicant Data

Current Housing Status of Applicants, as of end of Q3 ^{1,2}

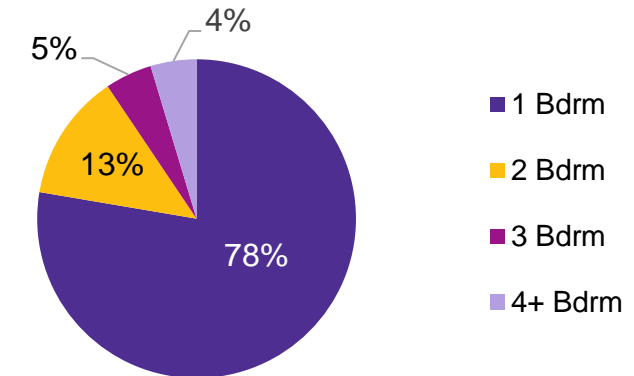


Household Type Demand, as of end of Q3³

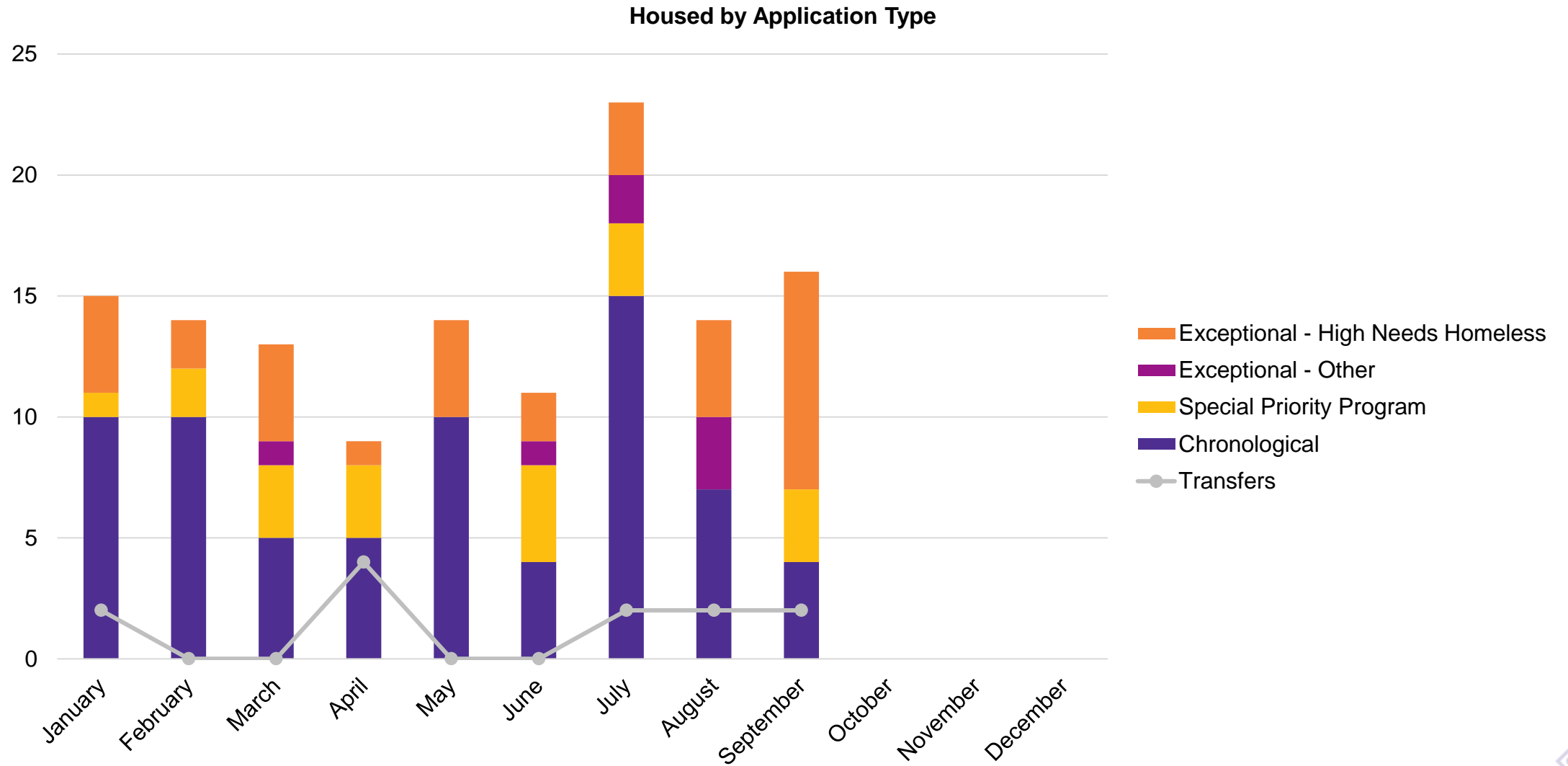


* Includes applicants 50-64 who applied for Senior units, and special BISNO project with McKellar Place

Unit Type Demand, as of end of Q3

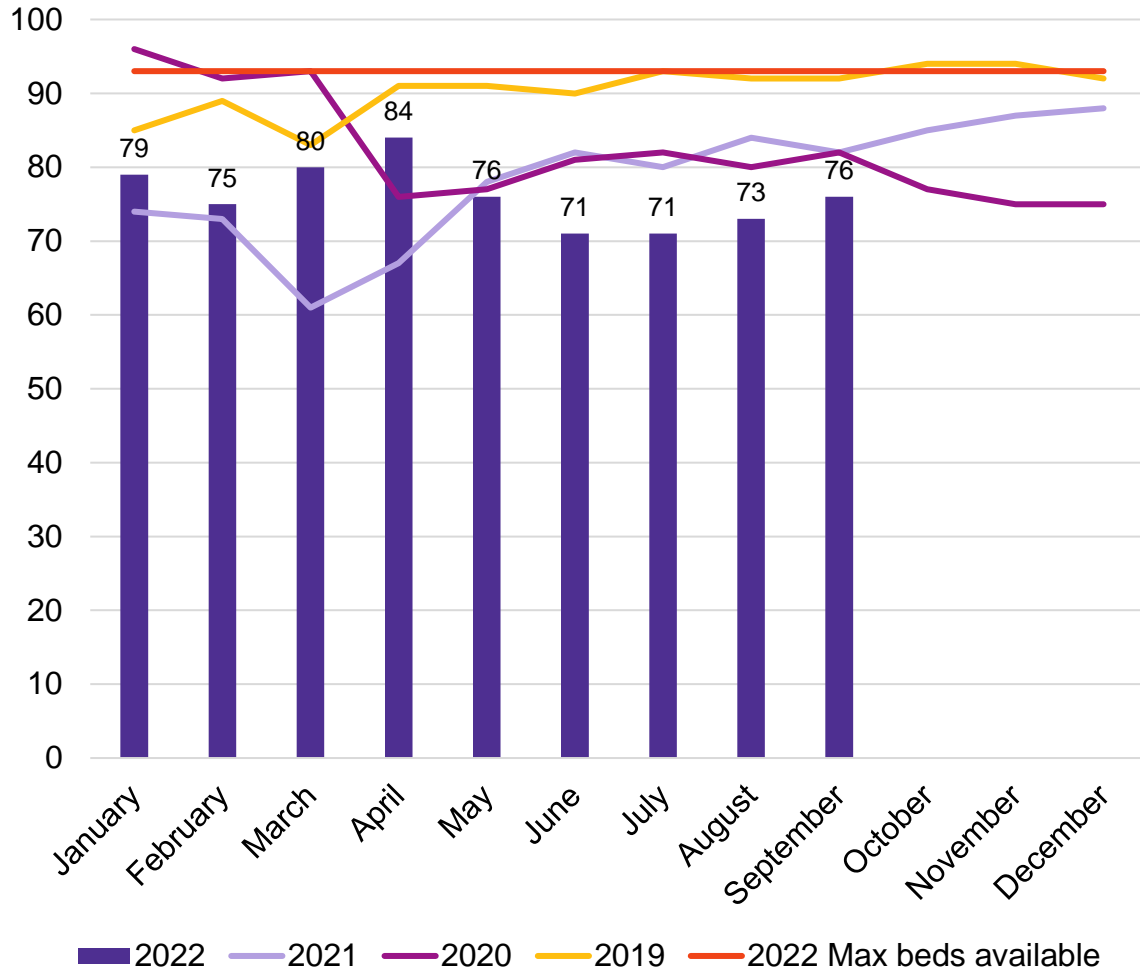


Community Housing: Applicants Housed



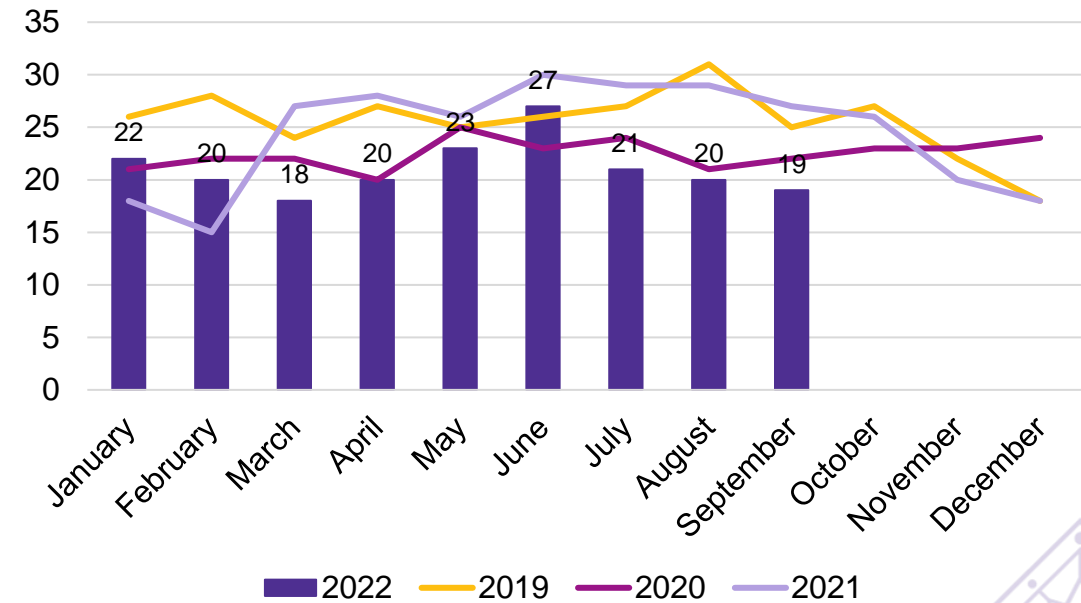
Shelter Use and Chronic Homelessness

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



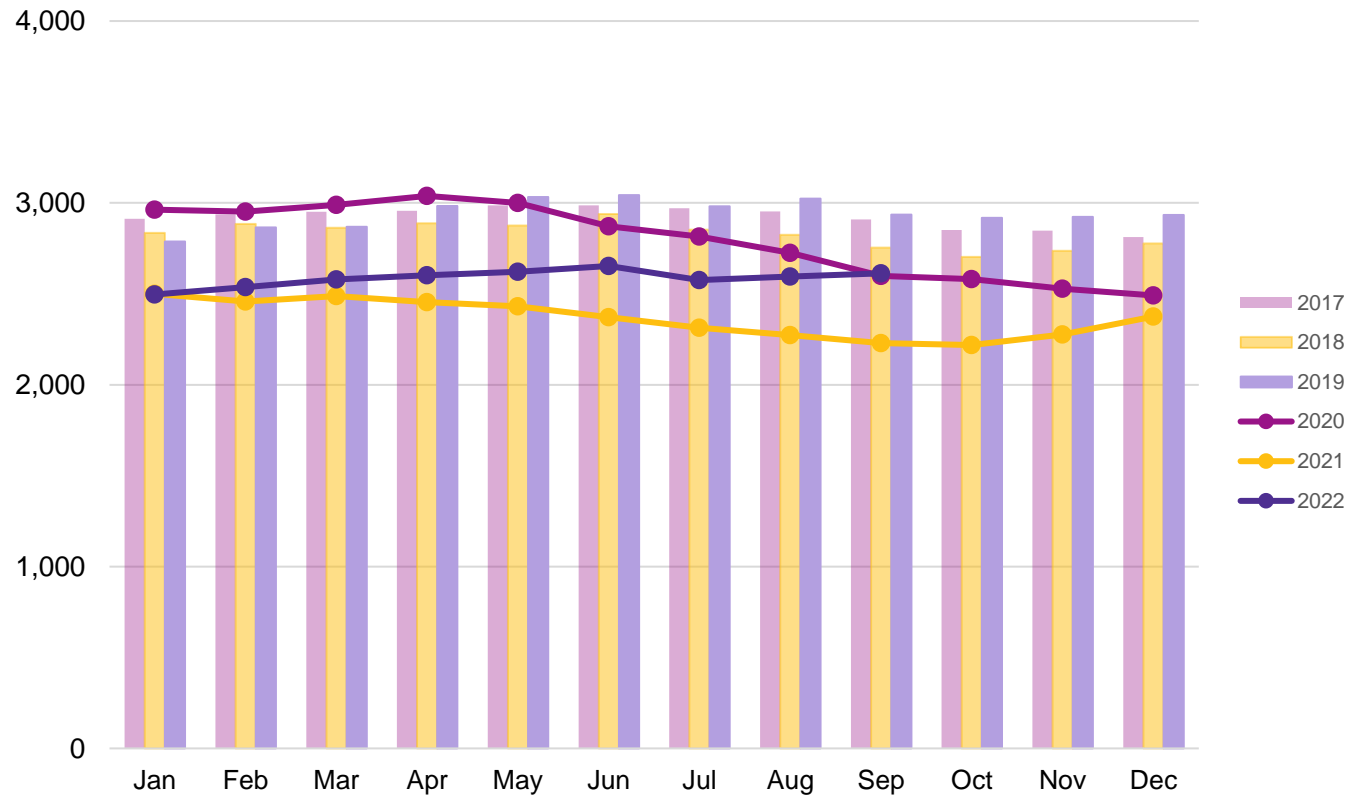
	Q3	YTD
Total Housed on Transitional Outreach Support Team Caseload	18	72
SPDATs Administered	4	27

Number of People Experiencing Chronic Homelessness Using Shelters by Month



Ontario Works Caseload

OW Caseload ¹

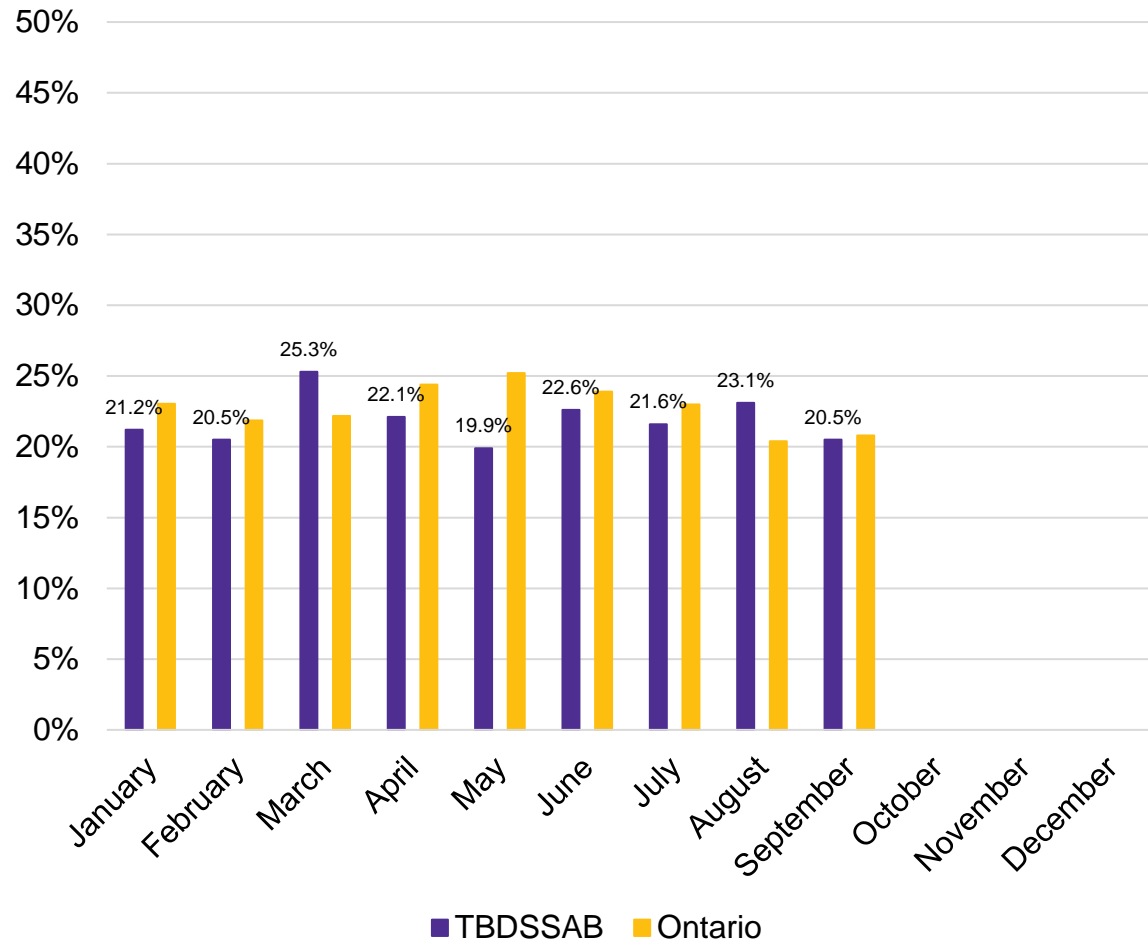


OW Caseload ¹	2,612
Number of Cases	
Temp Care Cases	184
ODSP Participating ²	61

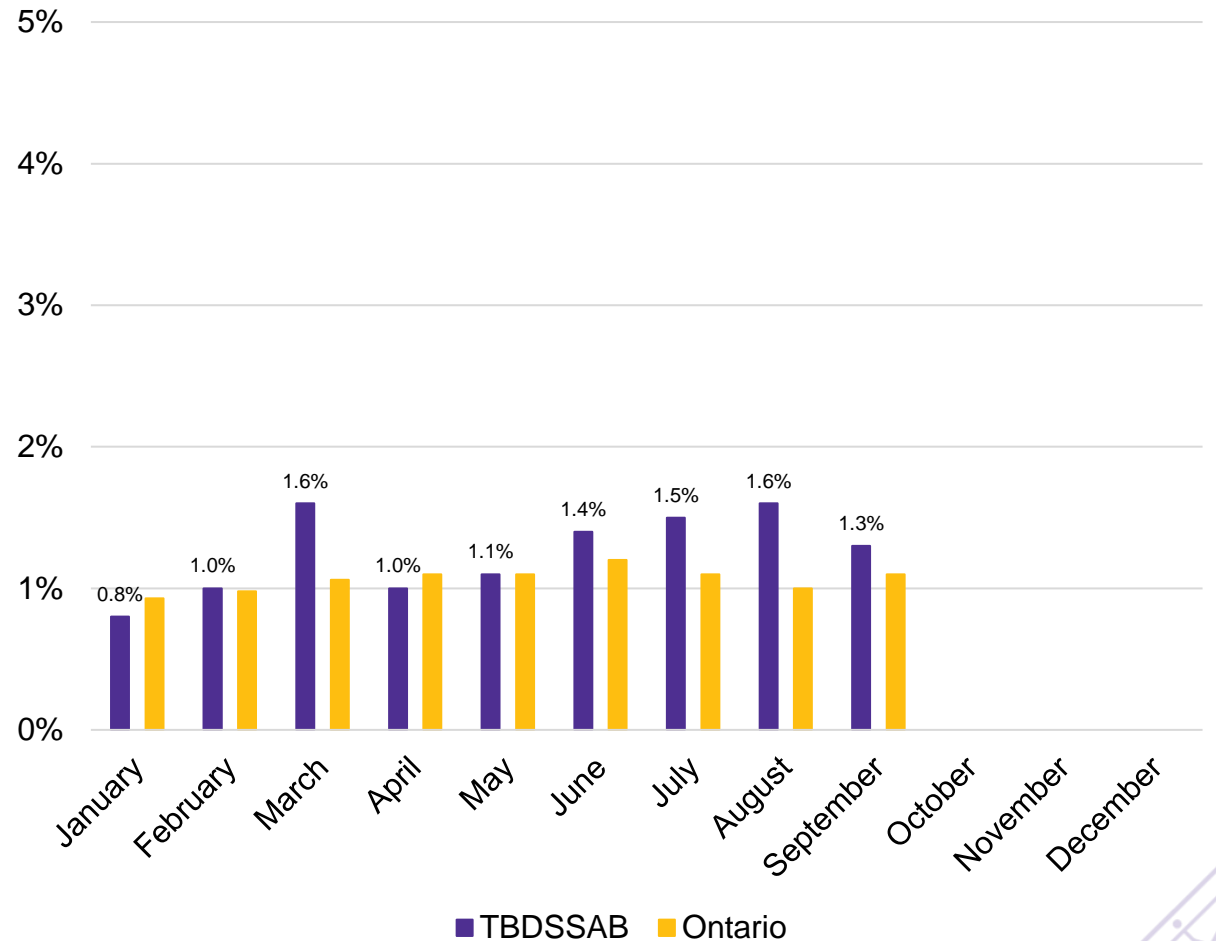


Ontario Works: Employment Assistance Services

% of Terminations Exiting to Employment

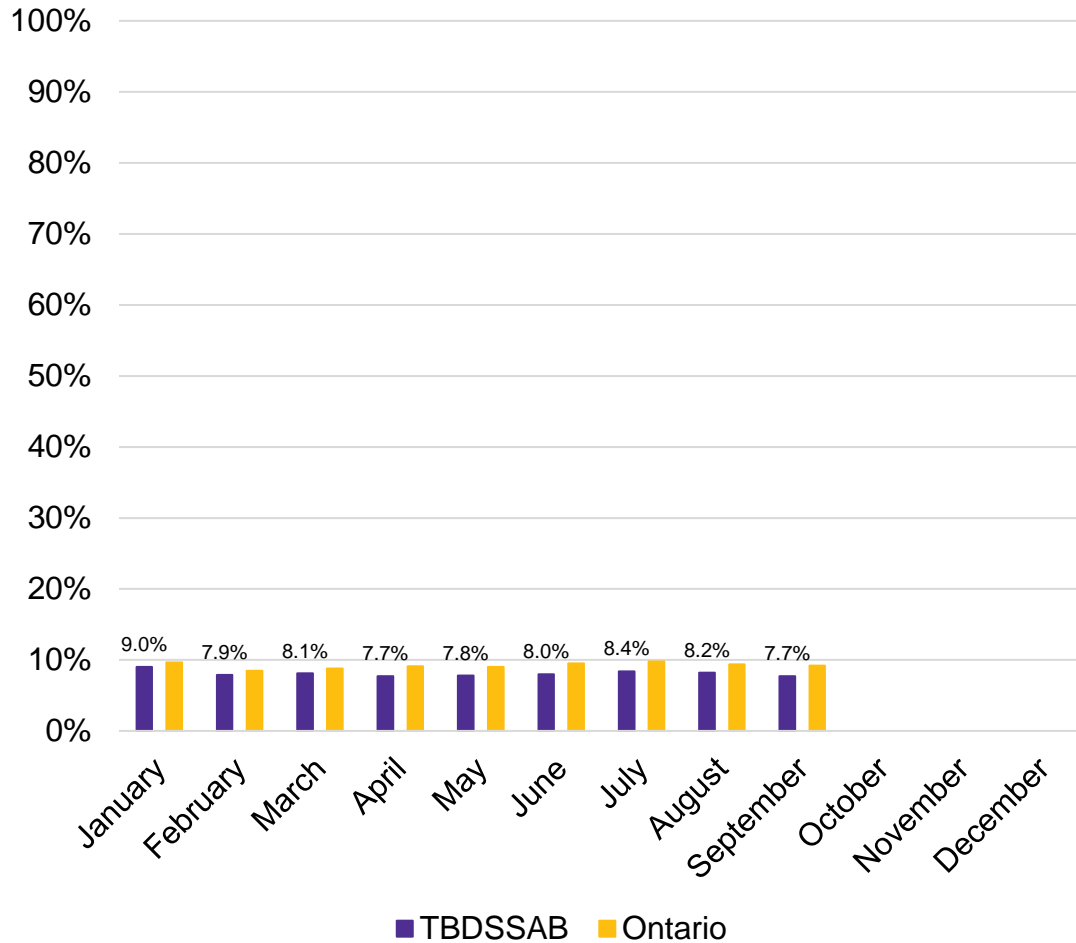


% of Caseload Exiting to Employment

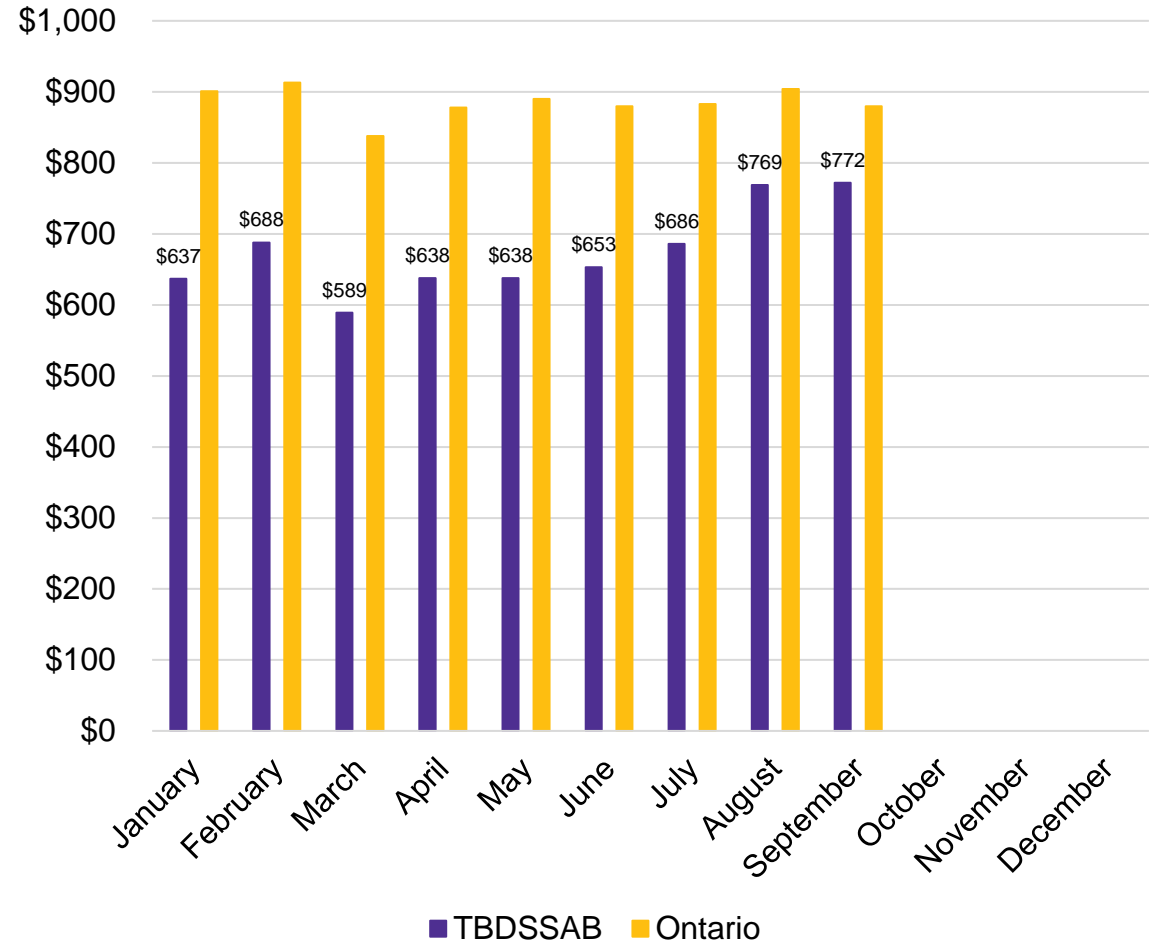


Ontario Works: Employment Assistance Services

% Caseload with Employment Earning



Average Monthly Employment Earnings by Case

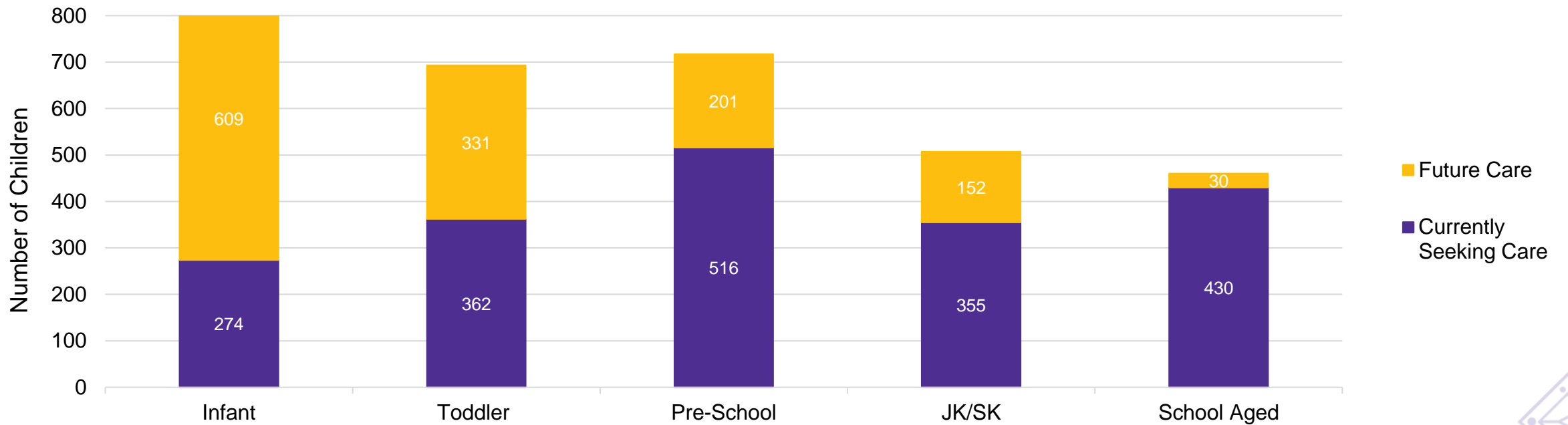


Child Care: Waitlist by Age Category

Number of Families Applying for Fee Subsidy*	933	Number of Families for a Full Pay Space	1,967
Number of Families Applying Special Needs Services*	66	Number of Placed Children Q3	268

*Note – applications are subject to eligibility review.

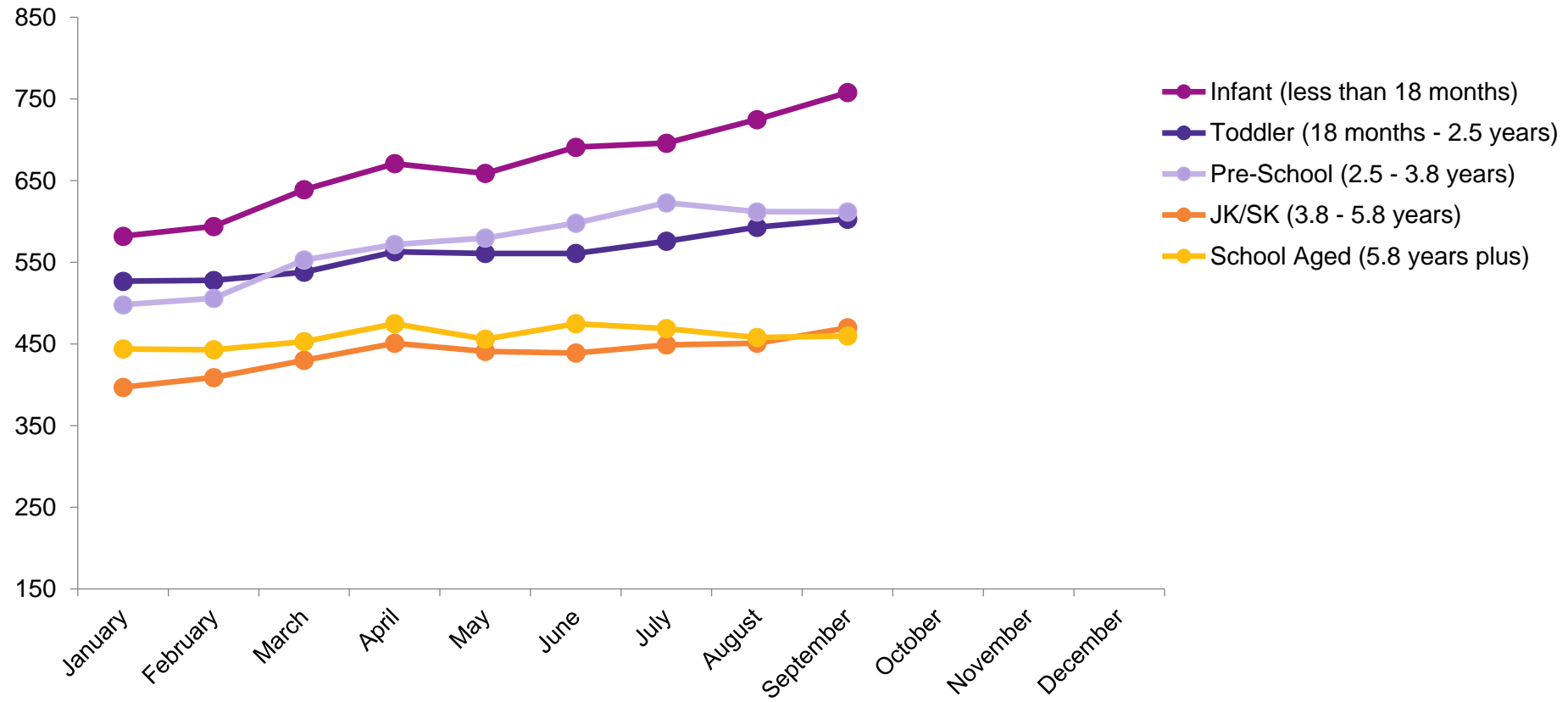
**Total Child Care Waitlist and Children Currently Waiting for Care
(Individual/Unique Children)**



Child Care: Waitlist Trends

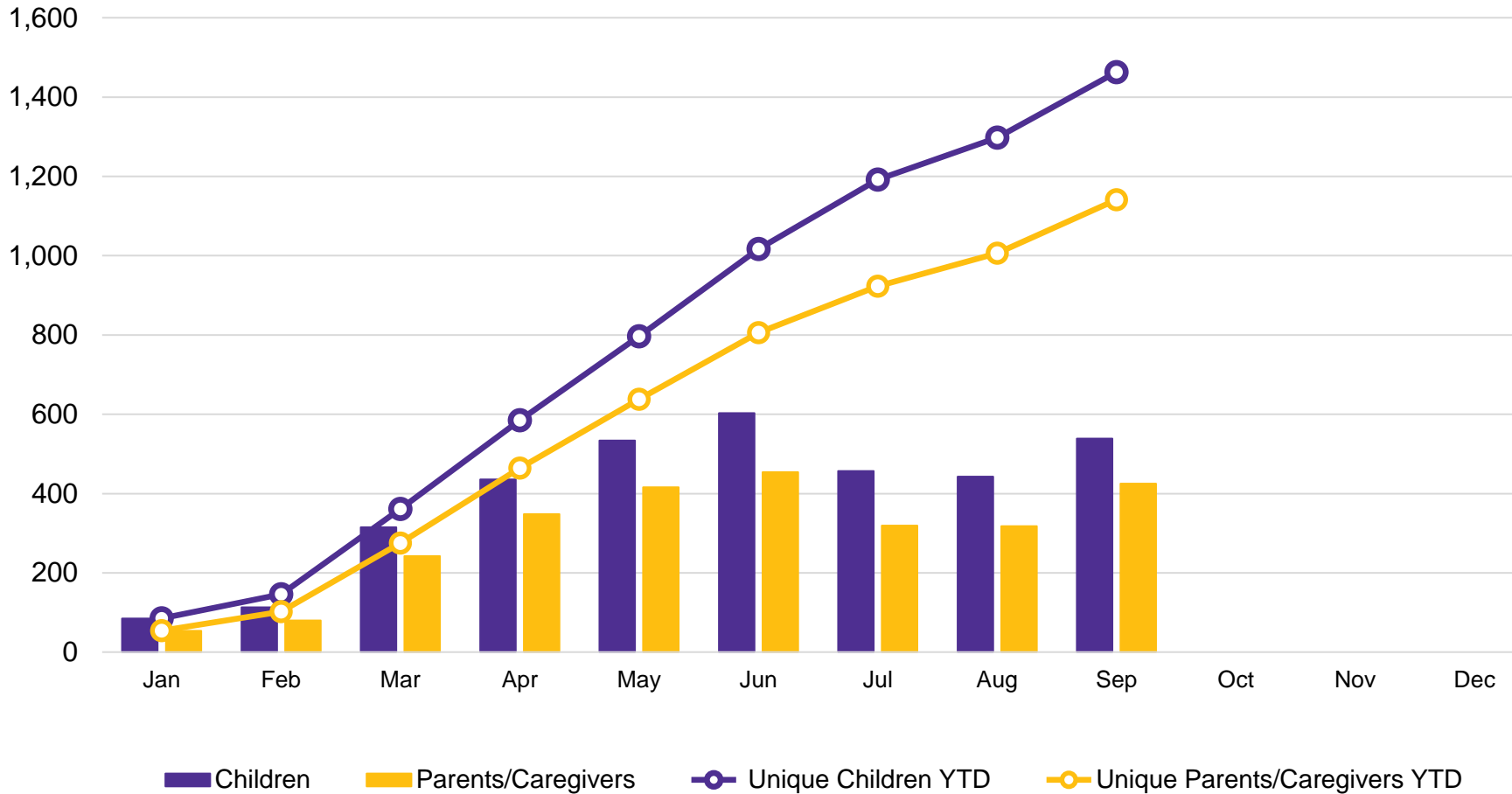
Total Waitlist as of end of Q3 2022 2,903 Percent of Waitlist Currently Seeking Care as of end of Q3 2022 59.4%

Total Waitlist Trends by Program: 2022



Early Years Programs: EarlyON

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



Services and Programs Provided to meet clients needs during COVID-19 pandemic closure

of Virtual Programs offered in Q3¹ **0**

of Contactless Delivery of Learn at Home Kits in Q3 **55**





BOARD REPORT

REPORT No.: 2022-69

MEETING DATE: NOVEMBER 17, 2022

SUBJECT: CANADA WIDE EARLY LEARNING CHILD CARE 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 on the implementation of the Canada Wide Early Learning Child Care (CWELCC) system.

BACKGROUND

On March 28, 2022, the Ontario government announced participation in the CWELCC program, a national child care program aimed at lowering child care fees for parents of children under the age of 6, increasing child care spaces and supporting and growing the child care workforce. On April 20, 2022, the Ministry of Education announced the implementation and details of the CWELCC and how Ontario's child care service managers would participate in the delivery of CWELCC.

Under the agreement with the federal government, Ontario will receive \$13.2B over six years, which the province will use to reduce fees for families and deliver an average cost of \$10 a day child care for eligible children by 2025.

Funding allocations were determined using data that represented the current licensed child care system and projections for the 2022 calendar year. This included data from the *Licensed Child Care Operators Survey and the Child Care Licensing System (CCLS)*.

All Child Care Licensees with programs serving children under the age of 6 (and up to the last day of the month they turn 6) are eligible to apply to participate in the CWELCC system. Existing Licensees must notify TBDSSAB as the Service System Manager by November 1, 2022 of their intent to participate in the CWELCC system. Licensees that choose not to participate may continue to operate under the existing provincial licensing

and regulatory framework and purchase of service agreement with TBDSSAB. Licensees that do not opt in to the CWELCC system will not receive CWELCC system funding and may set their own parent fees.

Licensees that apply to participate in the CWELCC system are required to meet the following conditions:

- Be in receipt of an existing or new purchase of service agreement with TBDSSAB
- Demonstrate financial viability
- Maintain the child care fees for Licensees who were in operation as of March 27, 2022 unless a fee increase was communicated to families prior to the announcement of the CWELCC system on March 27, 2022
- Maintain existing licensed spaces for birth to age 5 (pre -CWELCC announcement March 28, 2022). Licensees cannot convert existing birth to age 5 spaces to other age groups).

Overview of Fee Reduction Timelines

For Licensees participating in the CWELCC system, the 2022 fee reduction will be implemented in two phases.

In the first phase, fees were frozen in March 2022 to establish a rate to facilitate a 25% rebate to families once a child care provider has opted in to CWELCC and signed the service agreement.

In the second phase, the parent fees for the same age group will be reduced again to reach an average reduction of 50% as of December 31, 2022. Further fee reductions will be implemented by September 2024, resulting in a final reduction of fees to an average of \$10-a-day by September 2025.

An initial report was presented to the Board at the May 19, 2022 meeting (Report No.: 2022-32).

COMMENTS

As of November 1, 2022, 100% of TBDSSAB supported licensed child care providers have opted in to CWELCC. These service providers have been provided with new purchase of service agreements that address the CWELCC program and responsibilities, and 21 of 22 agreements have been signed and returned to date. Parent refund verification for the period of April 2022 to August 2022 has been completed by 12 service providers representing 21 of 49 centre locations, and CWELCC parent refunds in the amount of \$320,107 has been released as of October 31, 2022. Others are currently completing the refund verification. Once funds are received by the service provider, they have 20 days in which to refund and/or credit families. One program has reported issuing their refunds to families as of the writing of this report.

There is potential for growth in the licensed home child care area, with 10 new contacts being made over the past month. The licensed home child care coordinating agency, Our Kids Count, is hosting an open house for interested unlicensed providers to learn more about the benefits of entering the licensed system and being a part of CWELCC.

On August 12, 2022, the Ministry of Education updated the 2022 CWELCC Guidelines and O. Reg 137/15 to address key concerns raised by Operators and Service System Managers. Some key changes that have been made to better support participation in the CWELCC System include:

- Extending enrolment dates for Licensees to sign on to the CWELCC system to November 1, 2022
- Directing Service System Managers to process applications and confirm eligibility within 10 calendar days of date of application
- Directing Service System Managers and Licensees to execute an agreement within 30 calendar days of date of application
- Requiring Licensees to provide rebates to families within 20 calendar days of receiving funding
- Confirming that Licensees applying to the CWELCC System may withdraw their application at any time, or terminate their participation in the System, subject to the terms of their CWELCC System service agreement. CMSMs/DSSABs may not impose any penalties related to a Licensee's termination
- Clarifying that Licensees operating as for-profit corporations or individuals can continue to earn profit and Licensees operating as not-for-profit corporations will be permitted a surplus amount to build reserves or re-invest in the organization.

In addition, the ministry has added principles for CMSM/DSSABs in the updated CWELCC Guidelines to help support implementation and clarify focus for the year ahead including a focus on quality, a commitment to ongoing processing of applications and timely rebates and cost reductions for parents, protection for for-profit and non-profit spaces and a commitment to an efficient administrative system focused on collection of minimally necessary information from Licensees. TBDSSAB has complied with all the new guidelines and continues to work with the Child Care Operators to ensure a smooth implementation of the CWELCC program.

STRATEGIC PLAN IMPACT

This report supports the Strategic Plan vision of establishing flexible, inclusive services through enhanced early year and child care programs. Decisions made as a result of the new CWELCC system will continue to support the Strategic Plan.

FINANCIAL IMPLICATIONS

There are no direct financial implications as a result of this information report. The total CWELCC funding allocation for TBDSSAB in 2022 is \$3.8 million and is 100% funded



through the agreement between the Federal and Provincial governments. Administration will continue to work with child care operators to determine the amount of CWELCC funding required, in accordance with the program parameters, and ensure the funds flow through to families as required.

CONCLUSION

It is concluded that this report provides the Board with updated information relative to the CWELCC system and the status of Child Care Operators take-up under this program.

REFERENCE MATERIALS

None

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SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



BOARD REPORT

REPORT No.: 2022-70

MEETING DATE: NOVEMBER 17, 2022

SUBJECT: SOCIAL ASSISTANCE PROGRAM 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 on the current activities and future vision of Social Assistance programs.

BACKGROUND

The Ministry of Children, Community and Social Services (MCCSS) has introduced several initiatives during the last few years to modernize the Ontario Works (OW) delivery system. MCCSS is working with Consolidated Municipal Service Managers (CMSM) and District Social Service Boards (DSSAB) to transform social assistance and co-design a new system that connects people to the supports they need to achieve greater independence and employment.

The focus of the work of CMSMs and DSSABs in delivering social assistance will eventually shift towards a greater emphasis on connecting those who rely on social assistance programs with the supports and services they need to move towards greater independence and employability. Stabilization services will become a core deliverable of the program. An initial report on this transformation was provided to the Board at the November 17, 2021 meeting (Report No.: 2021-58).

COMMENTS

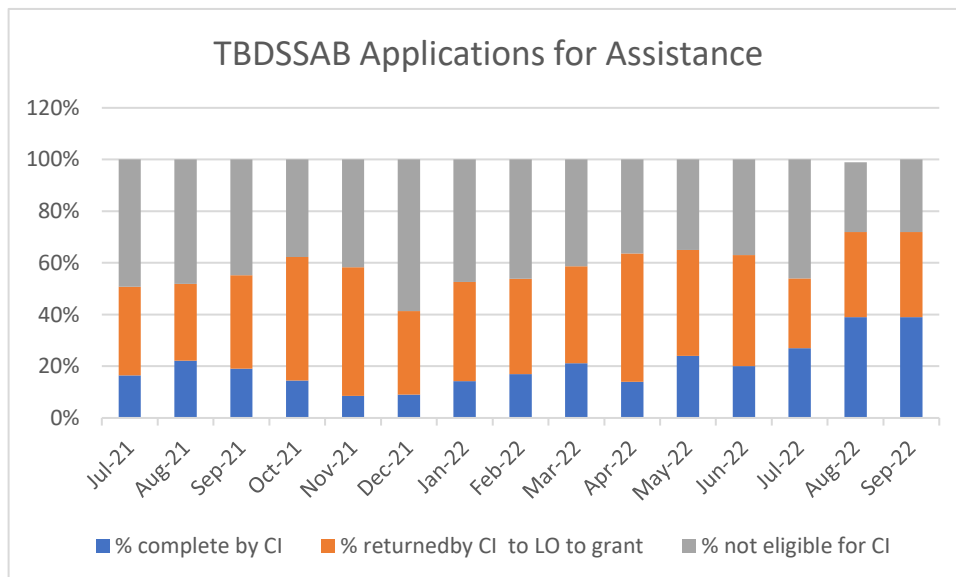
Centralized Intake

In October 2020, MCCSS introduced a Centralized Intake (CI) process for applicants looking to apply for OW. MCCSS piloted the new intake model with seven sites at that time. MCCSS planned to have all 47 Service Managers live with CI by April 2021,

though only 20 of the 47 Service Managers were engaged in April 2021. TBDSSAB went live with CI on June 21, 2021 with 14 other sites. There is one more group of sites planning to go live in fall of 2022.

Applicants for OW benefits can apply by using the online Social Assistance Digital Application or by contacting the CI by telephone. MCCSS Caseworkers (CW) at the Intake and Benefits Administration Unit (IBAU) determine the applicant’s eligibility for OW. Once eligibility is determined, the case is transferred to the OW local office for ongoing case management. MCCSS had set a target of 70% for CI in making the initial determination for OW eligibility of the cases that are processed by IBAU. MCCSS has since adjusted the target to 50 to 55% granted by IBAU.

The chart below indicates the percentages of total applications that were directed to CI and those not eligible to be assessed by IBAU. In addition, the chart also indicates of those applications that went through IBAU, the percentage that were granted by them or returned to local office for granting.



The IBAU CW determines eligibility and grants assistance with follow up for the local office to complete in either 30, 60 or 90 days depending on the risk assessment that is performed at IBAU. Once the case is granted by IBAU, the local office contacts the client to discuss any items that were flagged for follow up. These items could be a rent verification, identification verification, or review of assets, among others. The local CW also meets with the client to review their rights and responsibilities or fill out other necessary forms and to complete an employment plan. The local CW will also complete a client profile and employment assessment in GERE - TBDSSAB’s stand-alone software to assist with employment planning.

There are applications for which the IBAU cannot determine eligibility for circumstances such as pending income or the applicant did not pass the ID verification process. These cases are transferred to the local office to assess eligibility and grant assistance if determined eligible.

Applications that are determined ineligible by IBAU are transferred to the local office to verify ineligibility at which point the local office informs the client of ineligibility. Internal Reviews resulting from decisions made by IBAU are heard through the local office.

There are certain categories of applications that cannot be completed by IBAU including applicants under 18 years of age, applications for Temporary Care Assistance, applicants requiring interpreter services, and homeless applicants who do not have a contact number for follow up and emergencies. The local office completes these applications.

Currently MCCSS is reviewing CI processes to scope in some of the excluded applications that are listed above.

Employment Services Transformation

TBDSSAB has been informed by MCCSS, in partnership with the Ministry of Labour, Immigration, Training and Skills Development that it will become part of Employment Services Transformation in late 2023, with a possible launch of the new model in 2024. When this change is complete, the focus of TBDSSAB's work with clients will no longer include employment planning but will focus on stabilization services. While MCCSS has not officially defined stabilization services, it has recently released the concept. MCCSS has outlined four focus areas:

1. Basic Needs: financial support, housing needs and crisis resolution
2. Life Skills: self-efficacy, education, and literacy/numeracy
3. Health: primary care, mental health and addictions, and ongoing medical concerns
4. Community Supports: dependent care, justice and legal support and cultural connections.

TBDSSAB CWs are already engaged with clients in these areas. While undertaking employment planning with a client, many of these areas would be considered "barriers to employment" and as such the CW and client work together to resolve them. When TBDSSAB moves from an employment focus to stabilization services, the CW will primarily focus on these four areas. New pathways and partnerships will be forged and existing partnerships will be strengthened.

Centralization of Financial Administration

MCCSS delayed pilot projects for the centralization of financial administration prior to the provincial election. Once these pilots are launched there will be a more fulsome picture of what this will entail and potential impacts to local operations. A further update will be provided to the Board once details on the centralization of financial services administration is known.

Ontario Works E-Signature Pilot

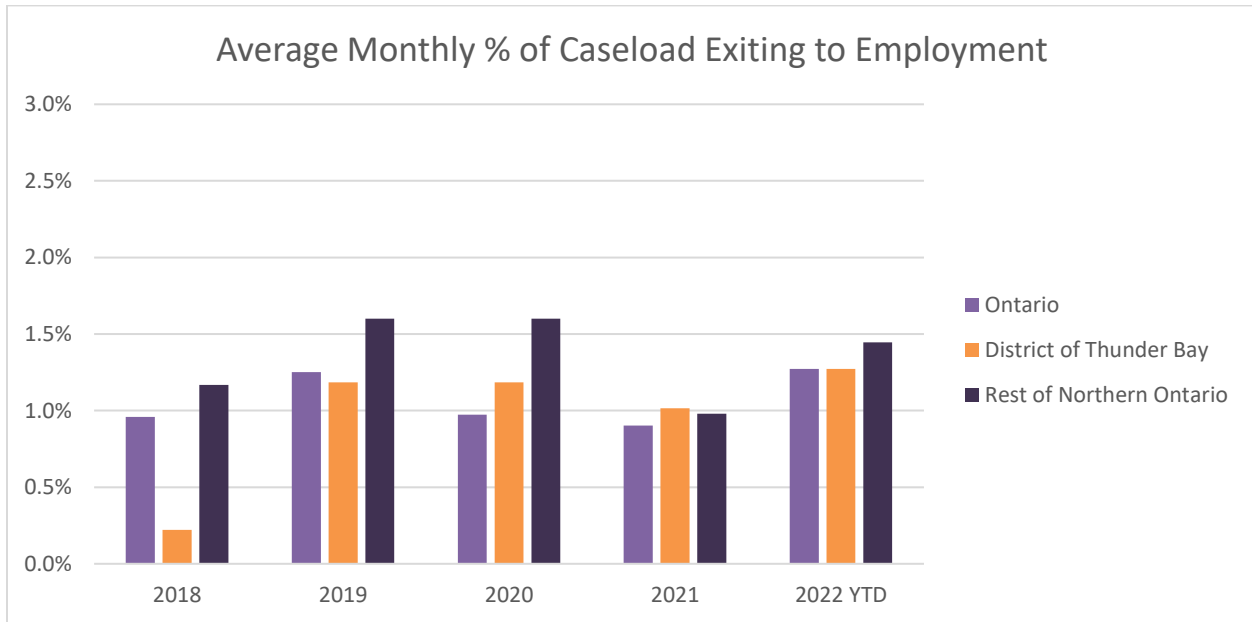
In August 2021, TBDSSAB was selected by MCCSS to participate as the first pilot site in the province for the OW e-signature process. MCCSS is piloting three legislated forms that are sent to an OW applicant/recipient, via secured email, for an electronic signature. The three forms include the General Consent to Gather Information, Consent for Revenue Canada and the Rights and Responsibilities. This has reduced the need for wet signatures (in person) to be obtained for initial and ongoing eligibility. MCCSS trained TBDSSAB staff in the use of the web-based e-signature tool, local processes were developed, and the e-signature pilot was launched in November 2021. Using lessons learned through TBDSSAB's use, the Ministry launched e-signatures to all 47 OW sites in July 2022.

Exits to Employment

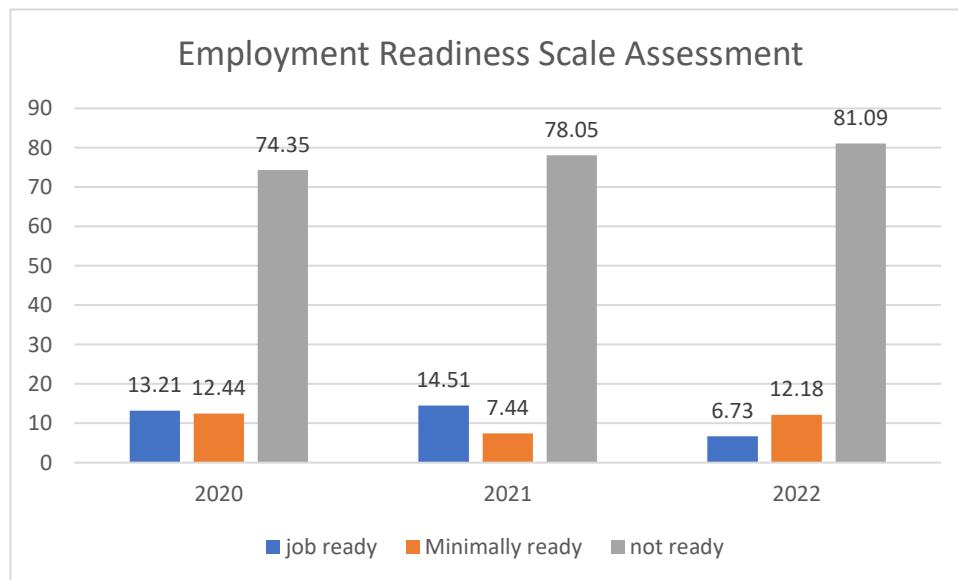
Social Assistance programs brought forward to MCCSS that the statistics used to track exits to employment are incorrect. There are two reports that indicate exits. One is called a "Case Closure" Report and generated by data taken from SAMS. The other is called the "Performance Report" which is generated by MCCSS using back-end data. The Performance Report is the official report that OW targets are reported from. These two reports do not match. TBDSSAB had discussed this with MCCSS but was not successful in getting the reports to match until in January 2022. TBDSSAB brought forward that the Performance Report indicated that TBDSSAB had 216 fewer closures than the Case Closure Report. MCCSS has now changed the way they collect the target numbers based on TBDSSAB feedback. This is on a go forward basis as of January 2022.

CWs continue to work with each participant on employment planning. In 2022, the percentage of caseload exiting to employment has increased 25.4% from 2021, at an average of 1.27% of the caseload exiting to employment monthly (1.01% in 2021).

Following are the average monthly exits to employment from 2018 to date in 2022, compared with the average for Northern Ontario and the Ontario average.

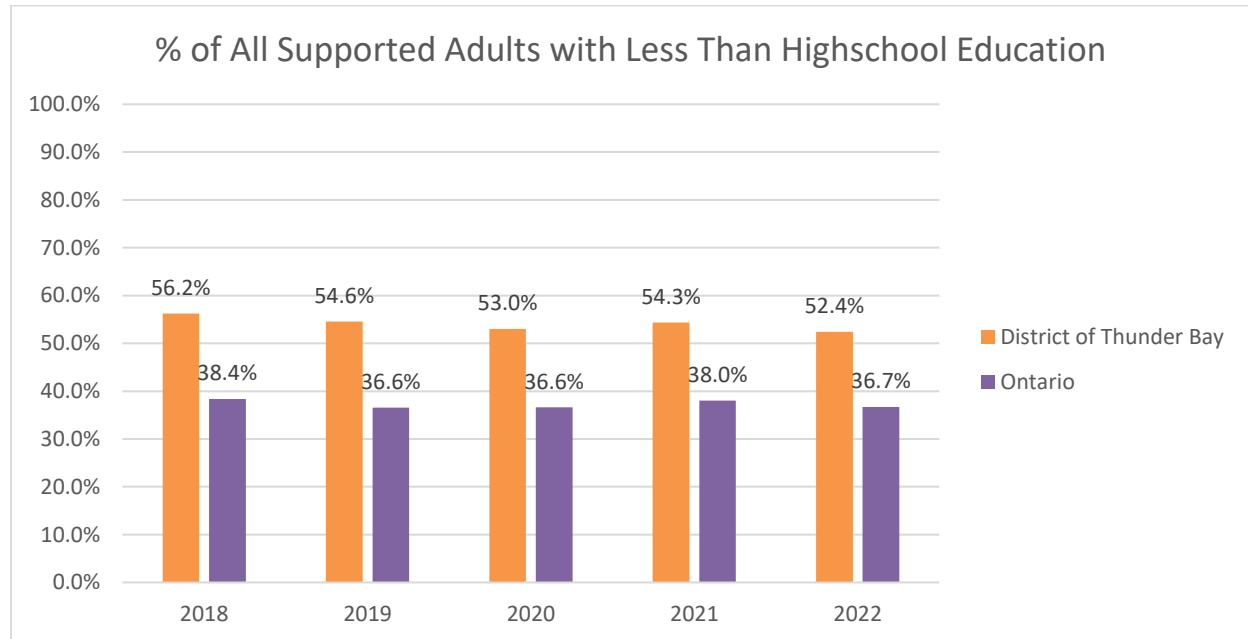


Since 2020 the caseload has decreased in participants who are “job ready” according to the Employment Readiness Scale Assessment. It is important to note that the participant completes the assessment independent of any TBDSSAB staff. Participants may be less ready for employment for several reasons, including education levels attained.



TBDSSAB’s caseload has historically had a lower high school achievement percentage that the average across the province. This means that TBDSSAB’s participants have

higher needs and more barriers to employment than their counterparts across the province.



Going to Work Employer Incentive Program

TBDSSAB partners with both Employment Ontario (EO) and March of Dimes (MOD) for employment options for OW participants. Additionally, TBDSSAB has developed the “Going to Work” program to help support clients in entry into the workforce.

EO offers assistance to participants who are “job ready” and can directly access employment. EO can also offset wages for a period, to entice the employer to hire the OW participant and can assist participants in finding employment. SA staff refer clients who have a recent employment history to EO agencies to work with them.

Employment Placement through MOD offers an OW participant an employment placement up to 6 months. This program offers opportunities to participants who require a higher amount of assistance and are “minimally ready.” Workplace assistance efforts are provided.

To augment the partnerships with EO and MOD, TBDSSAB began to establish direct employer relationships in the fall of 2021. SA staff work closer with those who are “further away from the employment market” with this program. Program staff would train potential applicants in customer service skills and WHMIS as well as assisting with resume updates and practicing interview skills. Once the training was completed, their resume was sent to an employer and the applicant was interviewed. This initiative resulted in six of the first 13 applicants referred being hired.

In July 2022, this program was named “Going to Work”. A Job Development Officer was hired under a temporary contract and incentives to employers were developed and offered as part of the program package. Each employer who hires an applicant referred under “Going to Work” signs an agreement and may be eligible to have 50% of the employees’ wages supplemented through a defined training period.

To date, 20 confirmed employer partnerships have been formed. There are 108 active client participants with 74 being referred to a perspective employer. The current hire rate through this program is 24.3%. To date \$7,615 has been paid to employers to offset the training costs for our clients. Given the initial results, this program is being extended into 2023, with further evaluation to be undertaken.

Housing Hubs

As part of the Strategic Plan, technological hubs were established in three multi-family neighborhoods owned by TBDSSAB. Tenants who live in these neighborhoods have access to WIFI, computers, printers, and supports through the hubs. These housing hubs are offered at the Limbrick, Windsor and Trillium neighbourhoods in Thunder Bay. The results from these sites will be evaluated and further locations, including in communities other than the City, will be considered.

With the goal of being more available and hands on with clients, SA programs have scheduled a CW in each of the hubs one day a week. The full suite of OW programs is offered on site to participants. This includes applications for assistance, changes in benefit until composition, employment updates and case management appointments, and other services that may be required. As well, employment programs run training sessions at the hubs for in-person service and virtual access for those who cannot attend in person. An average of 16 clients meets with CWs at the hubs each month. In June 2022, a new hub opened at Spence Court (230 W. Amelia Street) and feedback from participants will be evaluated.

Financial Empowerment Program

In the fall of 2021, Thunder Bay Counselling Centre partnered with TBDSSAB to develop a prototype for a Financial Empowerment program. TBDSSAB is one of two sites across the province to develop a prototype. The Manager, Social Assistance, and front line CWs worked with Thunder Bay Counselling Centre to develop the program. Some of the goals of the program is to give participants information on tax benefits they may be entitled to and to offer money saving tips.

There have been three programs offered virtually in 2022 and participation is developing. There have been two in-person programs offered, one at Trillium and one at Limbrick, with positive feedback from participants who took part. This initiative will continue and be evaluated in 2023.

STRATEGIC PLAN IMPACT

This report relates to the Board's strategic plan through the Practical Vision of providing Flexible Inclusive Services through Increased Community and Employment Placements.

FINANCIAL IMPLICATIONS

There are no immediate financial implications resulting from this report.



CONCLUSION

It is concluded that this report provides the Board with an update on the current activities and future vision of Social Assistance programs.

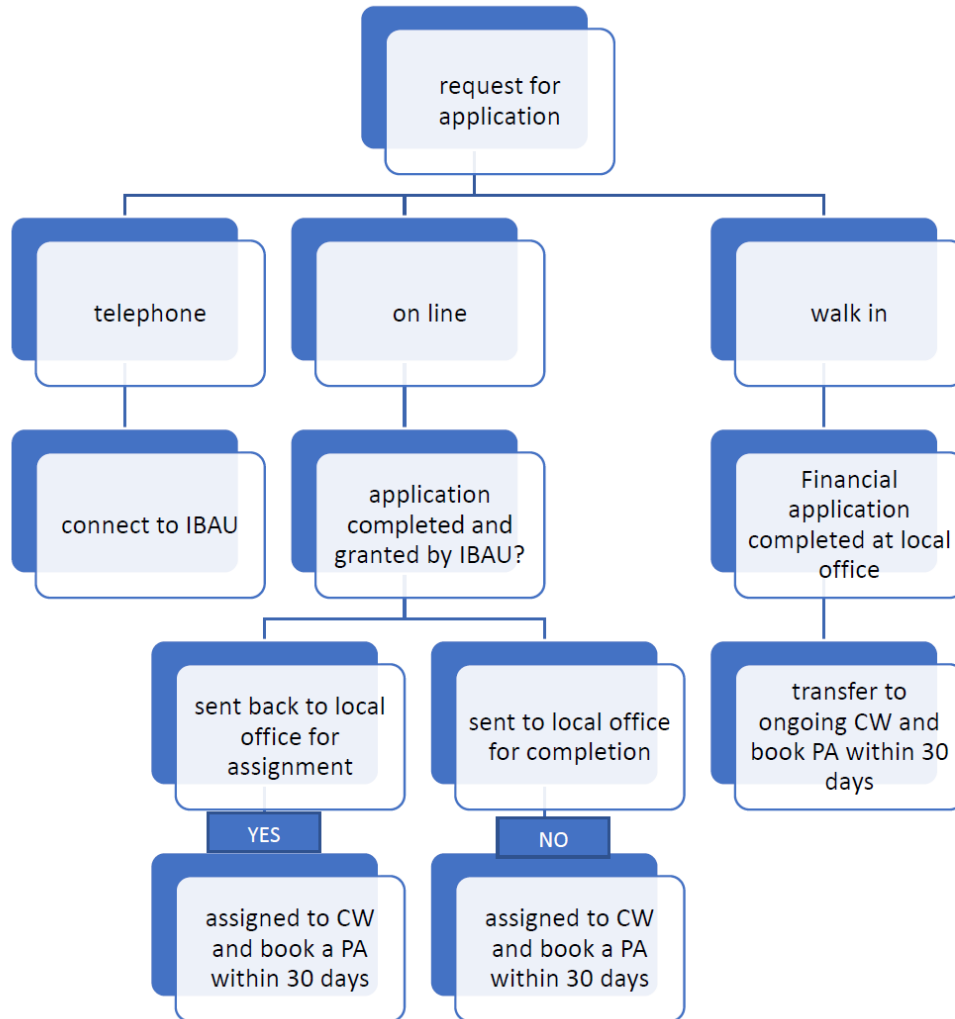
REFERENCE MATERIALS

Attachment #1 [Centralized Intake Workflow](#)

Attachment #2 [SA Vision Placemat \(Revised March 2021\)](#)

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SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer

Centralized Intake Local Application Flow Chart



A working vision for social assistance



Vision:

To create an efficient, effective and streamlined social services system that focuses on people, providing them with a range of services and supports to respond to their unique needs and address barriers to success so they can move towards employment and independence.

How we will realign:



Province

Delivers:

- ✓ Centralized financial assistance
- ✓ Financial controls and back-office functions suited to centralization or automation

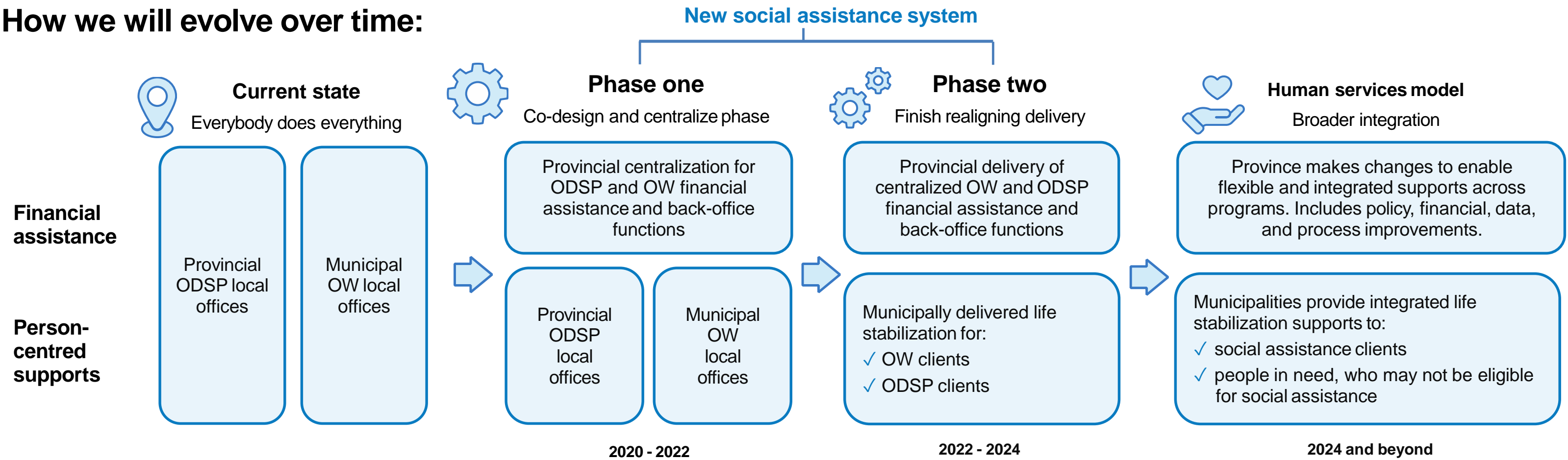


Municipalities

Delivers:

- ✓ Life stabilization – including needs assessment, service planning, warm referrals, discretionary benefits
- ✓ Person-centred, connected supports and navigation of broader system (e.g., housing, employment, mental health)

How we will evolve over time:



Integrated client services:

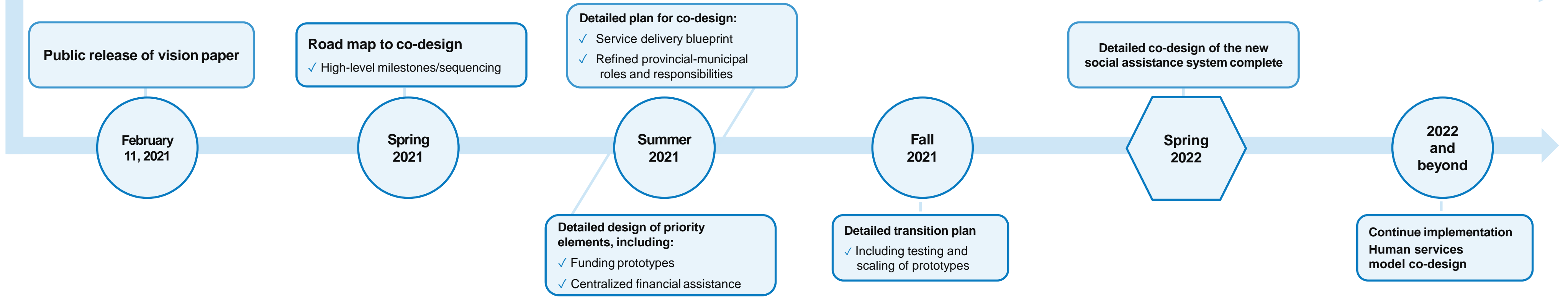


Social assistance: where we're headed

In the short term: co-designing the new social assistance system

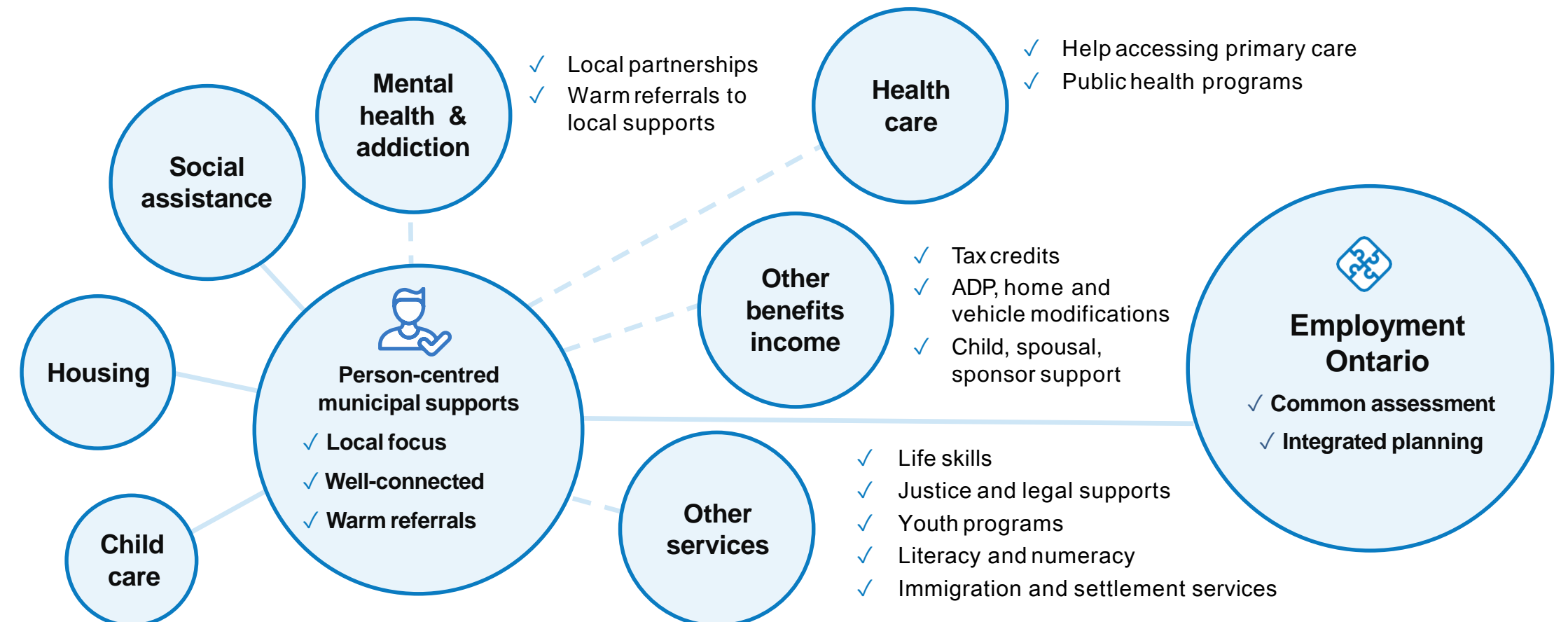
Prototype and implement: developing centralized provincial functions, starting with intake, and tools and processes to support life stabilization

Co-design: engaging to design provincial and municipal functions, principles and processes



In the long term: moving to a human services delivery model

- ✓ In the human services model, benefits like social assistance become “tools” in the caseworker toolbox, as opposed to the other way around
- ✓ Caseworkers are knowledgeable about the broader system of benefits and supports, and can guide people to the supports they need – whether Ontario Works or something else
- ✓ People seeking help are triaged by municipal caseworkers, supported as needed, and potentially diverted from social assistance





BOARD REPORT

REPORT No.: 2022-71

MEETING DATE: NOVEMBER 17, 2022

SUBJECT: HOMELESSNESS MIGRATION STUDY - *WHY ARE SO MANY PEOPLE WHO EXPERIENCE HOMELESSNESS IN THE CITY OF THUNDER BAY FROM OUT OF TOWN OR PROVINCE?*

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the Homelessness Migration Study completed in partnership with Lakehead University.

BACKGROUND

In 2018, TBDSSAB conducted a Point-in-Time (PiT) count, a provincially mandated study for measuring homelessness at a particular moment. The study found that 74% of people experiencing homelessness had migrated to the City of Thunder Bay from elsewhere and that approximately 20% of those were from out of province.

In the fall of 2020, TBDSSAB began a collaboration with an interdisciplinary research team from Lakehead University to try to produce a more textured understanding of this aspect of homelessness – namely, why so many people who experienced homelessness in the City of Thunder Bay seemed to have had migrated from elsewhere. The study's main objectives were to understand the factors resulting in homeless individuals and families migrating to the City of Thunder Bay from outside the city or province.

The result of this research was the preparation of a paper entitled *Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town or Province?*

COMMENTS

The homelessness migration research study sought to answer seven basic questions about in-migration and homelessness:

1. Where are people migrating from?
2. Why they left their previous communities?
3. Why they chose to come to Thunder Bay?
4. Why they remain here despite experiencing homelessness?
5. What factors predict if they stay?
6. How long do they typically stay?
7. What factors predict their length of stay?

To answer these questions, three major methods of research were used: the 2021 Point-in-Time Count, a shelter survey administered by two emergency shelters (Shelter House Thunder Bay and the Salvation Army), and a series of one-on-one interviews with people who migrated to the city and experience homelessness.

Overall, there were 98 usable responses from the Point-in-Time Count; 120 usable responses from the shelter survey; and 17 usable interviews. The results of these three data sets were generated using methods common in social science research and computer science, including the use of machine-learning models, to understand the shelter survey data.

The results of the study suggest some key findings which give some clarity to the question of migration and homelessness in the city. The key findings include:

1. Social factors such as family, friends, and a sense of community might be driving migration into the City of Thunder Bay and motivating people to remain here and in shelters.
2. Service factors such as health care, housing, and services like addictions and mental health supports might be driving migration into the City of Thunder Bay and motivating people to remain here and in shelters.
3. Economic migration due to unemployment in home communities and a promise of employment in the City of Thunder Bay may be driving migration into the city; also, people in this study were either unable to work, unable to find work, or unable to keep work once here.
4. Lack of money is a barrier to leaving the city for those who want to leave.
5. A majority of people who migrated to the city did so from a neighboring district, mainly Kenora, Cochrane, and Rainy River, each with a high proportion of rural towns and another Social Services Administration Board.
6. Being from or passing through Kenora, Cochrane, or Rainy River is a predictor of migration to Thunder Bay and stay in a shelter, including, though to a lesser extent, longer stays in shelter.

In addition to these key findings, it is important to note that 86% of the people who participated in the study identified as Indigenous. This includes 57% of participants who migrated directly from a First Nation community in Northern Ontario.

These findings suggest a few options for the future. First, the study provides the first comprehensive view of migration and homelessness in Northwestern Ontario and corroborates the findings of studies done in Northeastern Ontario and other parts of the country where migration is an element of homelessness. Second, it provides TBDSSAB with an evidence base to make decisions about policy and programming going forward.

Administration will use the Homelessness Migration Study to inform current and future operations and programs, and in potential future advocacy efforts.

STRATEGIC PLAN IMPACT

This report supports the practical vision of supporting the success of the people we serve.

FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that this report provides the Board with information on the Homelessness Migration Study, *Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town or Province?* completed in partnership with Lakehead University.

REFERENCE MATERIALS

Attachment #1 [*Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town or Province?*](#)

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SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer

Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town?

A Report on a Preliminary Mixed Methods Study Using Machine Learning Models to Understand Migration and Homelessness

November 14, 2022

R. Gokani, K. Lovato-Day, R. Liyanage, V. Mago, A. Park, T. Hay, R. Schiff, K. Ranta, S. Cummings

R. Gokani., K. Lovato-Day, R. Liyanage, V. Mago, A. Park, T. Hay, R. Schiff, K. Ranta, & S. Cummings. (2022) *Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town or Province? A Report on a Preliminary Mixed Methods Study Using Machine Learning Models to Understand Migration and Homelessness*. Lakehead University, Thunder Bay.

Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town?

A Report on a Preliminary Mixed Methods Study Using Machine Learning Models to Understand Migration and Homelessness

Ravi Gokani, Kristyn Lovato-Day, Ravihari Liyanage, Vijay Mago, Aaron Park, Travis Hay, Rebecca Schiff, Ken Ranta, and Shayna Cummings



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada

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² Dr. Hay has since taken a position as Assistant Professor of Humanities at Mount Royal University.

³ Ashley Wilkinson has since commenced her doctoral studies at the University of Northern British Columbia.

Acknowledgements

We would like to thank Alexandra Murphy Melnichuk (TBDSSAB), who supported this study in its early stages.

We thank the staff and administration of the Shelter House, Salvation Army, and Urban Abbey, without whom we would not have been able to collect the data for the shelter survey or interviews. Cathy Oleschuk from the Salvation Army and Michelle Morgan from the Shelter House were particularly instrumental in their support of this research.

From Lakehead University, we would like to thank the Office of Research Services. In particular, we thank the following: Anne Klymenko, who facilitated this collaboration in its early stages; Nicole Westland-Stewart, who provided indispensable feedback on the grant application to SSHRC; and Sue Wright and Sheena Allard, who helped with the research ethics application. In addition to the people at the Office of Research Services, several students at Lakehead University who were not part of the research team supported this research and we want to thank them. This includes the following: Stephen Boateng, Brooklyn Wilson, and Clifford Mushquash for help with data collection; Joelle Chartrain, for support with transcription; and Natasha Vanderkruk, Meagan Cote, Kaylin Bourne, and Ashley Rodericks-Schulwach for helpful comments on an earlier draft of this report.

Lakehead University and the District of Thunder Bay Social Services Administration Board would like to acknowledge the generous support for this research by the Government of Canada's Social Sciences and Humanities Research Council through the 2021 Partnership Engage Grant competition (# 892-2021-0014).

Finally, we attempted to approach this research carefully and in the spirit of being good treaty partners to Indigenous peoples. Thus, we would like to acknowledge the Anishinaabe peoples, Fort William First Nation, and the Robinson-Superior Treaty of 1850, all of which have made the community and City of Thunder Bay possible. More broadly, we acknowledge that, as residents of Northern Ontario, we are also tied to the lands and peoples of Treaty 3, 5, and 9. We also recognize the contributions made to our community by the Métis peoples.

Executive Summary

This document reports on a study conducted by a joint team comprised of members of Lakehead University (LU) and the District of Thunder Bay Social Services Administration Board (TBDSSAB).

The study's main objective was to understand an element of homelessness in the City of Thunder Bay – that a high proportion of people experiencing homelessness are from out of town or province. The study sought to answer seven basic questions about in-migration and homelessness: where people are migrating from, why they left their previous communities, why they chose to come to Thunder Bay, why they remain here despite experiencing homelessness, what factors predict if they stay, how long they typically stay, and what factors predict their length of stay.

To answer these questions, we used three major methods of research: the 2021 Point-in-Time Count, a shelter survey we administered in mainly two shelters (Shelter House and Salvation Army), and a series of one-on-one interviews with people who migrated to the city and experience homelessness. Overall, we received 98 usable responses to the Point-in-Time Count; 120 usable responses from the shelter survey; and 17 usable interviews. The results of these three data sets were generated using methods common in social science research and computer science, including the use of machine-learning models to understand the shelter survey data.

The results of the study, though preliminary, suggest some key findings which give texture to the initially blurry picture of migration and homelessness in the city. These are:

1. Social factors, such as family, friends, and a sense of community might be driving migration into the City of Thunder Bay and motivating people to remain here and in shelters.
2. Service factors, such as health care, housing, and social services like addictions and mental health support might be driving migration into the City of Thunder Bay and motivating people to remain here and in shelters.
3. Economic migration, mainly unemployment in home communities and a promise of employment in the City of Thunder Bay, might be driving migration into the city,

but also that people in this study were either unable to work, unable to find work, or unable to keep work once here.

4. Lack of money is a barrier to leaving the city for those who want to leave.
5. A majority of people who migrated to the city did so from a neighboring district, mainly Kenora, Cochrane, and Rainy River, each with a high proportion of rural towns and a Social Services Administration Board.
6. Being from or passing through Kenora, Cochrane, or Rainy River is a predictor of migration to Thunder Bay and stay in a shelter, including, though to a lesser extent, longer stays in shelter.
7. A high proportion of individuals from neighbouring districts are from First Nations communities in those districts, primarily on Treaty 9 and Treaty 3 territory.

This study suggests at least two things about moving forward. First, it provides us with the first comprehensive view of migration and homelessness in Northwestern Ontario. In fact, it corroborates the findings of studies done in Northeastern Ontario and other parts of the country where migration is an element of homelessness. Second, it provides TBDSSAB with an evidence-base to make decisions about policy and programming.

Introduction

In 2018, the District of Thunder Bay Social Services Administration Board (TBDSSAB) and the Lakehead Social Planning Council (LSPC) conducted a Point-in-Time count, a provincially-mandated study for measuring homelessness. The study's report found that 74% of people experiencing homelessness had migrated to the city from elsewhere and that approximately 20% of those were from out of province.⁴ In the fall of 2020, an interdisciplinary research team from Lakehead University began a collaboration with TBDSSAB to try and produce a more textured understanding of this aspect of homelessness – namely, why so many people who experienced homelessness in the city of Thunder Bay seemed to have had migrated from elsewhere.

For TBDSSAB, which coordinates and funds housing and homelessness programs in the District of Thunder Bay, a better understanding of this question would mean a better knowledge base for developing services and solutions to support those who migrate to the city but end up experiencing homelessness. A better understanding would also mean a stronger foundation for provincial and municipal advocacy for better support for homelessness in Northern Ontario. For Lakehead University, this collaboration was an opportunity for researchers and students to realize components of the university's strategic plan, which highlights, among other things, a commitment to engaging with and contributing to the broader community through research. This report is a summary of that research.

How to Read This Report

This report was designed with consideration for three audiences. First and foremost, researchers from Lakehead University wanted to provide a report that was useful to TBDSSAB in understanding migration and homelessness in Thunder Bay. As TBDSSAB's original query was the origin of the project, we developed the content and style of the report with policy and program development in mind. Second, we wanted to write a report that was also as readable as possible to informed but non-specialist readers

⁴ TBDSSAB, "District of Thunder Bay Point-In-Time Count of People Experiencing Homelessness," Last modified November 2018, <https://www.lspc.ca/wp-content/uploads/2018-Point-In-Time-Count-.pdf>

interested in homelessness; this includes but is not limited to people working in the homelessness sector, people with lived experience, as well as the general public. To achieve this aim, we have removed as much of the technical language as possible. However, we include occasional footnotes regarding some of those technical details where we feel it is important and, of course, we could not remove all of the technical elements of a study of this kind. Third and final, we wrote the report with the understanding that researchers, academics, and students interested in homelessness, and homelessness and migration specifically, might find our results of interest. In the remaining pages we present our study on understanding migration and homelessness in the City of Thunder Bay. The report includes what specific questions we wanted to answer about migration, what sources of data we used, how we made sense of that data, and what we found, followed by a discussion about what our findings mean for the problem in question.

For those readers who want a deeper and more technical understanding of any of the contents of this report, we recommend contacting the following corresponding authors. For questions about the overall study, this report, the shelter survey, or the qualitative data, please contact Dr. Ravi Gokani, rgokani@lakeheadu.ca. For questions regarding TBDSSAB, including the Point-in-Time Count please contact Ken Ranta, ken.ranta@tbdssab.ca. For questions regarding the machine-learning models, please contact Dr. Vijay Mago, vmago@lakeheadu.ca

Purpose and Method of Study

As mentioned, the primary purpose of this research was to understand why so many people experiencing homelessness in the City of Thunder Bay seem to have migrated to the city from out of town or out of province. To achieve this purpose, we developed seven research questions to understand migration and homelessness, listed below.

Research Questions

These questions were designed to track the path of migration from someone's home community to Thunder Bay and the various "push" factors (i.e., reasons for migrating away from their home community) and "pull" factors (i.e., reasons for migrating to another community) that determine why they ultimately came to the City of Thunder Bay. These research questions are:

1. From which home communities are people migrating?
2. Why do people leave their home communities in the first place?
3. Why do people choose to come to Thunder Bay?
4. Why do people choose to remain in Thunder Bay?
5. What factors predict if someone stays or leaves Thunder Bay?
6. If a person does stay, how long are they likely to stay?
7. What factors predict how long someone stays?

The Data We Used to Answer Those Questions

In order to answer these questions, we used four different types of data which comprised three different data sets. Those four data types are (a) the 2021 Point-in-Time (PiT) count; (b) a survey we administered in homeless shelters (the "shelter survey"); (c) the Homeless Individuals and Families Information System (HIFIS); and (d) one-on-one interviews with people experiencing homelessness who migrated to the City of Thunder Bay. Below is a description of each type of data.

2021 Point-in-Time Count. The Point in Time count is a provincially mandated count and survey of individuals experiencing homelessness over a 24-hour period. The 2021 PiT count began at 6:00 pm on October 2nd and continued for 24 hours. While the PiT count was conducted throughout the District of Thunder Bay, this research focuses

only on data from the City of Thunder Bay. The survey was available for completion in the City of Thunder Bay at the Canadian Lakehead Exhibition (CLE) which was the only public drop in site due to COVID-19. Additionally, clients staying at Shelter House Thunder Bay, the Salvation Army Journey to Life Centre, The Lodge on Dawson, Crossroads Centre, Beendigen, the John Howard Society of Thunder Bay and District, and Grace Place were provided the opportunity to participate in the survey. For more information on the 2021 PiT count please visit [this website](#).⁵

The PiT contains generic questions regardless of the region, but also permits regions to add additional questions to capture a local picture of homelessness. For this study specifically, we developed 9 short-answer questions that pertained exclusively to understanding migration into the City of Thunder Bay. These 9 questions, as well as the relevant research question in parentheses, are:

1. What community are you originally from?⁶ (RQ1)
2. Why did you leave? (RQ2)
3. Did you have a home before coming to the City of Thunder Bay? (RQ2)
4. What brought you to the City of Thunder Bay? (RQ3)
5. Is the City of Thunder Bay your community of choice? (RQ4)
6. If yes, why? (RQ4)
7. If no, do you want to return to your home community, and why? (RQ4)
8. If you were to return to your home community, would you have permanent housing available? (RQ4)
9. If you were to return to your home community, would you have safe housing available? (RQ4)

⁵ TBDSSAB, “2021 Point in Time Count of People Experiencing Homelessness in the District of Thunder Bay,” Last modified January 13, 2022, <https://www.tbdssab.ca/wp-content/uploads/2022/01/2021-01-TBDSSAB-Point-in-Time-Count-Report-Final.pdf>

⁶ This question was asked in the 2021 Point-in-Time and responses were used to filter out those who were from Thunder Bay so that we could focus on the sub-sample that had migrated. In other words, anyone who was originally from Thunder Bay was excluded from the rest of the analysis for this report.

Interviews. While conducting the PiT count on October 02, 2021, volunteers asked people experiencing homelessness if they would like to participate in a one-on-one interview with a researcher. We received a total of 84 entries. After sorting through the entries and removing those without a phone number or email, we contacted the remaining 42 people. In addition to these 42, we recruited at Shelter House and Salvation Army by visiting the shelters on planned dates. Ultimately, we conducted follow up interviews with 17 individuals. On average interviews were about 15 minutes. Like the PiT count questions, we wanted to interview people to help us answer research questions 1 to 4.

Shelter Survey. We created a shelter survey to help us answer questions 5, 6, and 7. The shelter survey contained 28 questions that were designed to measure the various “factors” that might cause someone who migrated to stay in a shelter and stay for a short or long while. The shelter survey was administered once a week for 24 weeks from October 29, 2021, to April 09, 2022, and was administered mainly at Shelter House or Salvation Army; on two occasions we administered the survey at an overflow shelter for women that was run by the Urban Abbey. Shelter surveys administered only to people who had migrated to the city were included, excluding members of the population who were local. We also only surveyed individuals once, meaning each week we asked only those individuals who had *not* previously responded to the survey.

Homeless Individuals and Families Information System (HIFIS). HIFIS (pronounced “hi-fuss”) is a federal data management system designed to gather information about homelessness in Canada. HIFIS, however, is housed at the community level. During this project, the HIFIS database was housed with TBDSSAB, but the system’s data is entered at the shelters – Shelter House and Salvation Army. We used two variables from HIFIS in this study – the dates people checked into a shelter and the dates people checked out.

Overall, we had three independent data sets – one from the 2021 Point-in-Time count, a second composed of the shelter survey and HIFIS, and a third composed of one-on-one interviews with people experiencing homelessness in the city but who had migrated from somewhere else.

How We Made Sense of the Data

We analyzed these three data sets in three different ways. First, the PiT data were analyzed using statistics common to the social sciences. This includes descriptive statistics, which provides us with an understanding of basic quantity (e.g., how many people gave a particular answer to a particular question) as well as some parametric tests, which tell us how to make sense of the differences between two groups. Second, the data set composed of the shelter survey and the two HIFIS variables was analyzed using Python-based machine learning models. These are mathematical models that are designed to classify if a particular data point belongs to one category or another. In this case, one example is trying to determine if someone who migrated to Thunder Bay belonged to the category “stay,” as in staying in a shelter, or “leave,” as in leaving a shelter, based on the various “factors” we noted above that might cause them to stay or leave. Third, the data set composed of the text from one-on-one interviews were analyzed using a program called NVivo and a method common in the social sciences called Thematic Analysis.⁷

Although qualitative (text-based) and quantitative (numbers-based) data differ in several ways, we combined them – a common practice in mixed methods research in the social sciences. There were two ways we combined qualitative and quantitative data. The first way pertained to the PiT data; responses to the short answer questions, which were qualitative in nature, were categorized manually as belonging in one category or another and then counted or quantified. For instance, if someone gave “brother lives in Thunder Bay” as a reason they came to Thunder Bay, we might categorize this qualitative response as “family or friends” and give a quantitative value of 1 to it – one person gave family or friends as a reason to migrate to the city as a result of this response. If then another person gave a different response but with an affinity to the first, like “parents live in Thunder Bay,” we would also categorize this qualitative response as “family or friends” and add another 1 to the category, which would mean that “family and friends” as a reason

⁷ Virginia Braun and Victoria Clarke, “Using Thematic Analysis in Psychology,” *Qualitative Research in Psychology* 3, no. 2 (2006): 77-101.

to migrate would have a value of 2 – a total of two people gave family and friends as a reason to migrate to the city.

The second way we combined the qualitative and quantitative data was more formal and pertained to the way we combined the qualitative interviews with the quantitative data, including the data from the PiT that we just mentioned. In particular, we relied on Creswell and Plano-Clark's (2011) suggestion for mixed methods data when quantitative data are more numerous, as is the case with this research; that suggestion is to analyze the quantitative data first and use it as the more dominant data and thus as a guide in presenting the qualitative data.⁸ In this report, therefore, the qualitative data from the interviews were used to support the quantitative data. This will become apparent as one reads the findings.

⁸ John W. Creswell and Vicki L. Plano-Clark, *Designing and Conducting Mixed Methods Research* (Thousand Oaks: Sage, 2017).

Findings

So, what did we find? Below we report on each of the 7 research questions we sought to answer. Questions 1 to 4 were answered primarily using data from the 2021 Point-in-Time count while Questions 5 to 7 were answered primarily using data from the shelter survey and HIFIS. For questions 1 to 4, we provide qualitative data to help understand the quantitative data.

Question 1: From Which Home Communities Are People Migrating?

In total, 98 people⁹ reported migrating from one of 63 communities in Canada. Figure 1 below gives a visual representation of what those communities are.¹⁰ The visual shows that nobody reported being from a province east of Ontario or any of the territories. But 11 people (11.2%) reported being from one of each of the Western provinces; this included 4 people from British Columbia, 4 people from Manitoba, 2 people from Alberta, and 1 from Saskatchewan. Among these Western provinces, there were a total of 9 home communities and the communities from which the most people migrated to Thunder Bay were Calgary and Winnipeg, both from which 2 people migrated. We should note that this provincial number from the 2021 PiT count is lower than the 2018 PiT count, which found that 20% of people were from out of province. Overall, doing a PiT count during COVID-19 might explain this difference.

With only 11 people from out of province, that leaves the majority of 87 people (89%), who reported migrating from a community in Ontario. Figure 2 below is another heat map showing the 54 communities in Ontario from which those 87 individuals migrated. We see that while people experiencing homelessness migrated to Thunder Bay from all over Ontario, the majority are from Northern Ontario and from communities north of Thunder Bay.

⁹ 101 people responded to this question. One person declined to answer it and two people were from outside of Canada, having migrated from Slovakia and the United States of America. We did not include these individuals in the analysis.

¹⁰ To read Figure 1, which is a heat map, note that the fewest people are represented by the light blue areas; as the number of people reporting a place increase, the colours change to magenta, red, and then yellow, which represents the highest concentration of the reported home communities.

Figure 1. 2021 Point-in-Time Count Reported Home Communities: Canada

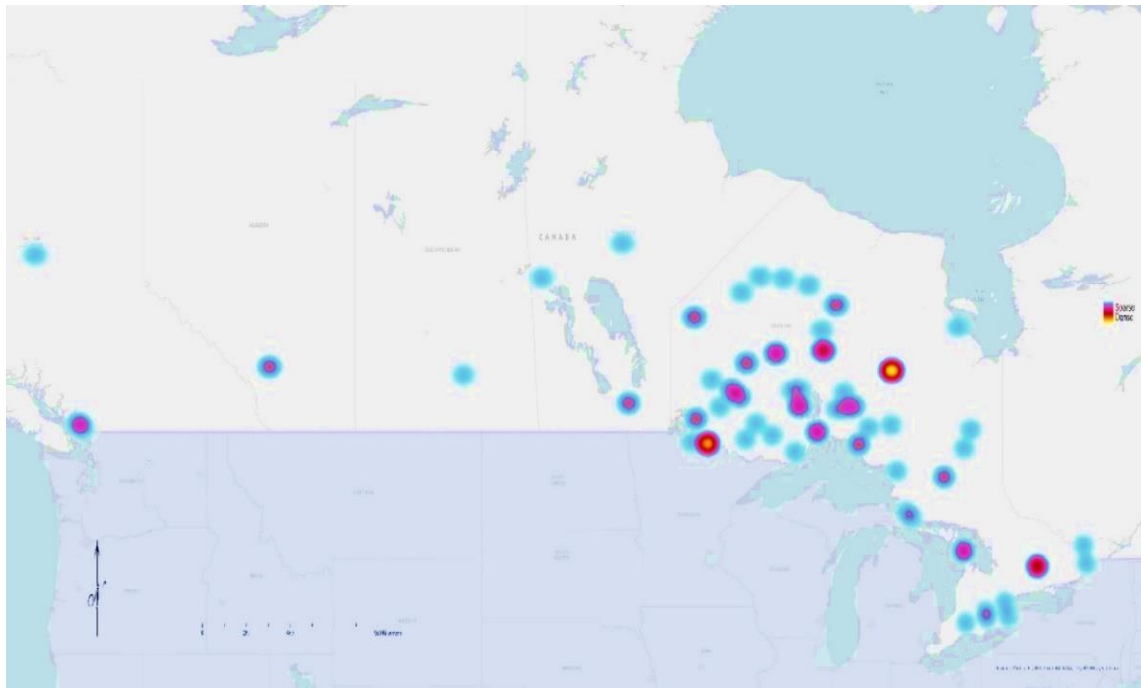


Figure 2. 2021 Point-in-Time Count Reported Home Communities: Ontario

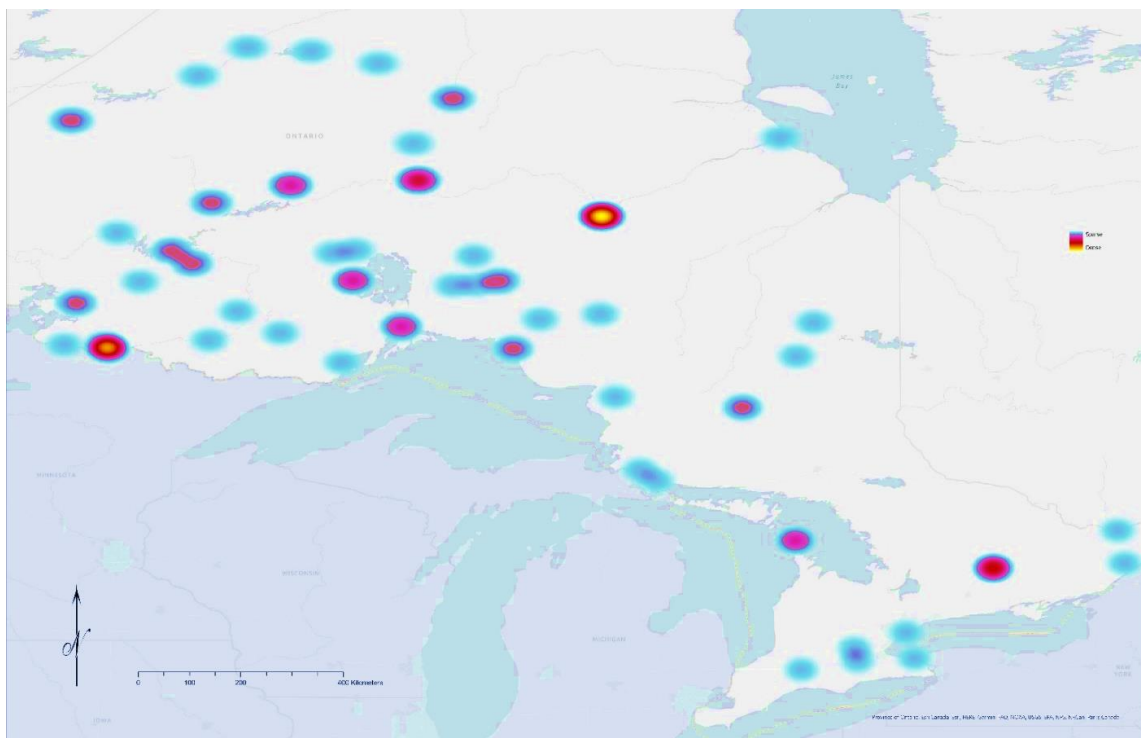


Table 1 below presents the top home communities (in the whole sample) by frequency of individuals – this includes all communities from which more than 1 person migrated (2 or more). We see that there are 19 communities from which 2 or more people migrated, and of these, 18 are in Northern Ontario. Furthermore, of these 18 communities in Northern Ontario, 13 are First Nations communities, which means that 68.4% of the home communities from which more than 1 person migrated to Thunder Bay are First Nations communities in Ontario.

Table 1. Home Communities by Frequency, % of Persons, and First Nation

Home Community	Province	#	%	First Nation
Eabametoong/Fort Hope	Ontario	7	6.9%	Y
Mishkeegogamang/Pickle Lake	Ontario	7	6.9%	Y
Fort Frances	Ontario	5	5.0%	N
Gull Bay	Ontario	3	3.0%	Y
North Caribou Lake	Ontario	3	3.0%	Y
Rocky Bay	Ontario	3	3.0%	Y
Constance Lake	Ontario	2	2.0%	Y
Calgary	Alberta	2	2.0%	N
Couchiching First Nation	Ontario	2	2.0%	Y
Deer Lake First Nation	Ontario	2	2.0%	Y
Lac Seul	Ontario	2	2.0%	Y
Nipigon	Ontario	2	2.0%	N
Pic River	Ontario	2	2.0%	Y
Sioux Lookout	Ontario	2	2.0%	N
Slate Falls First Nation	Ontario	2	2.0%	Y
Sudbury	Ontario	2	2.0%	N
Webequie	Ontario	2	2.0%	Y
Whitefish Bay	Ontario	2	2.0%	Y
Winnipeg	Manitoba	2	2.0%	N

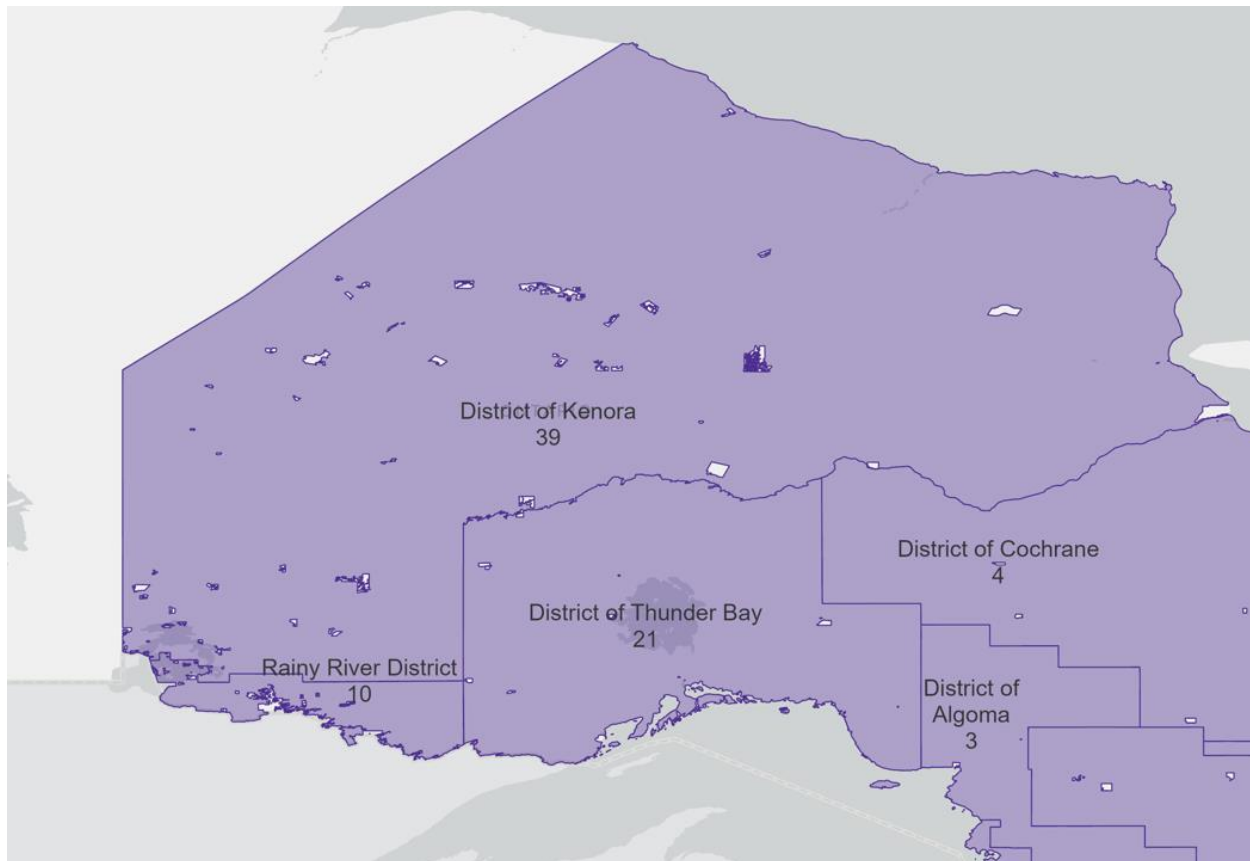
If we look only at the communities in Northern Ontario, then we see some interesting things. Table 2 below shows the breakdown of the 81 people who migrated from somewhere in Northern Ontario. We can see that 39 people or 48% of people migrating from somewhere in Northern Ontario, are from the District of Kenora. If we include the two other districts which border the District of Thunder Bay – Rainy River and Cochrane – then 53 of 81, or nearly 65% of people migrating to Thunder Bay are from a neighboring district. Figure 3 shows the number of people from each of the neighboring districts and their location.

If we consider the intersection of geography and First Nations communities, then of the 56 individuals who migrated from a First Nation community, 36 people or 64% are from a First Nation community on Treaty 9 territory. In addition, 10 people migrated from a First Nation community on Robinson Superior Treaty territory, 7 from Treaty 3 territory, and 3 from Treaty 5 territory.

Table 2. Number and % of People Migrating to the City of Thunder Bay by Regional District and Service Administration Board

District	#	%	Service Administration Board
Kenora	39	48.15	Kenora District Services Board
Thunder Bay	21	25.93	District of Thunder Bay Social Services Administration Board
Rainy River	10	12.35	Rainy River District Services Board
Cochrane	4	4.94	Cochrane District Social Services Administration Board
Algoma	3	3.70	Algoma District Services Administration Board
Sudbury	2	2.47	Manitoulin-Sudbury District Services Board
Nipissing	1	1.23	District of Nipissing Social Services Administration Board
Parry Sound	1	1.23	District of Parry Sound Social Services Administration Board

Figure 3. Number of Persons Migrating to the City of Thunder Bay by Northern Ontario Regional District



Question 2: Why Do People Leave Their Home Communities?

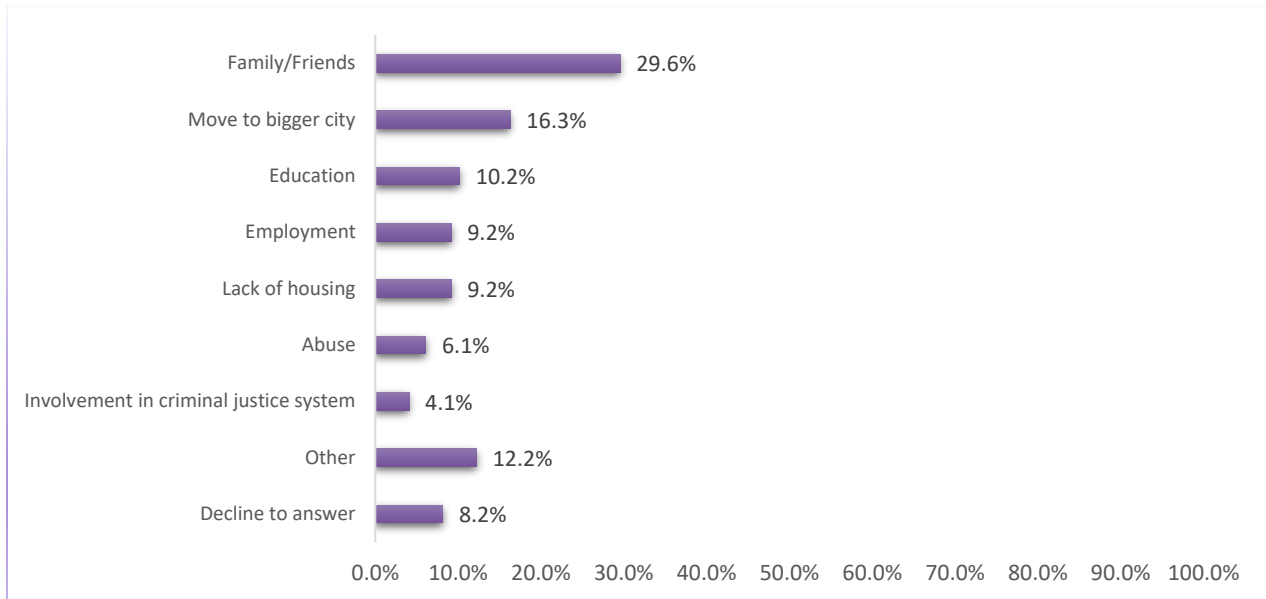
Given that a large portion of the people who migrated to Thunder Bay migrated from a First Nation community in Ontario, we present answers to Question 2 in two parts. The first part concerns the overall sample, while the second part focuses on the sub-sample of people who migrated from a First Nation community in Ontario.

Overall Sample

To help answer this question we used an open-ended question: “Why did you leave your home community?”. The two most frequent types of responses¹¹ were categorized as either “family/friends,” with 29 responses (29.6%), or “education,” with 10 responses

¹¹ The raw qualitative responses here were reviewed and categorized under 9 categories, presented in the table.

Figure 4. “Why Did You Leave Your Home Community?” Frequency of Response for Canadian Sample



(10.2%). Figure 4 gives a complete picture of the various types of responses people gave for leaving their home communities.¹²¹³

As a follow up question, and to better understand if housing was a reason people left their home communities, we asked, “Did you have a home before coming to the City of Thunder Bay?” To this question, 69 people (70.7%) reported that they had a home before they came to Thunder Bay, while 20 people (20.4%) indicated that they did not. This means, that roughly 1 in 5 individuals who were surveyed in the PiT count also experienced homelessness in their previous communities.

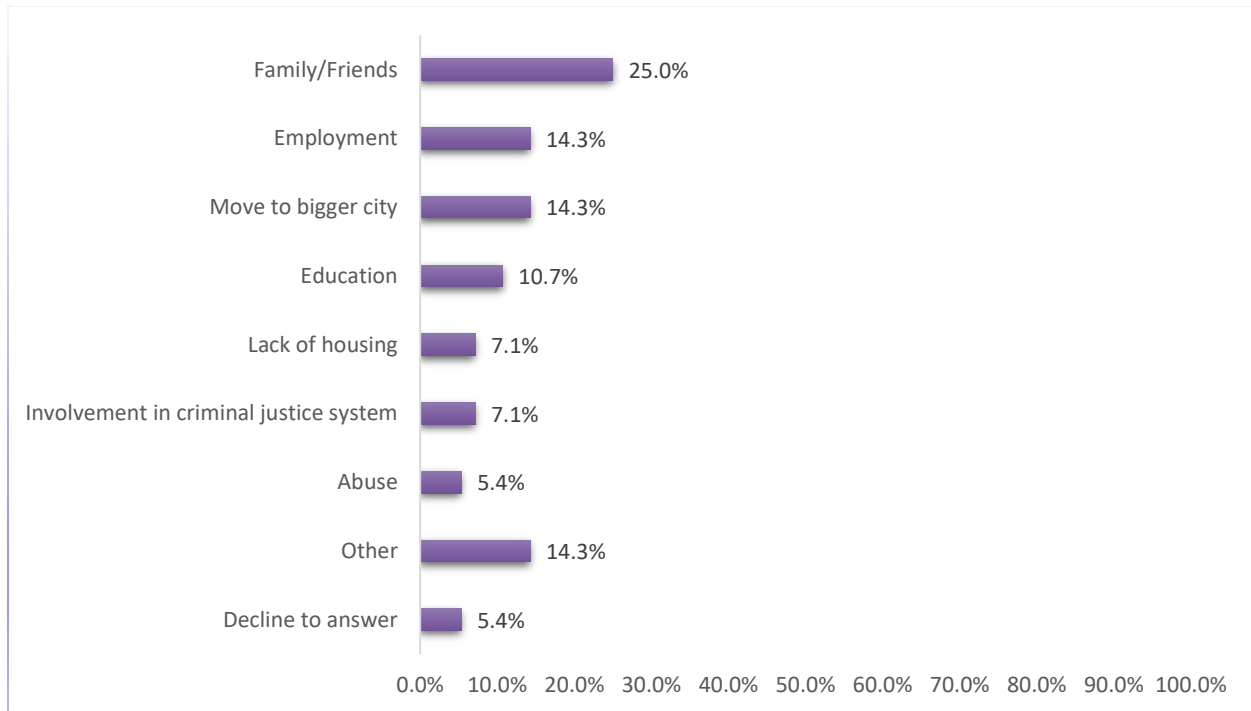
Sub-Sample: Individuals from First Nations Communities in Ontario

When looking at the 56 people who migrated from a First Nation community in Ontario, the reasons for leaving their home community differ slightly. Responses that fit

¹² Please note that percentages do not add up to 100% because people could choose more than one response.

¹³ Some individual answers to this question noted that one respondent left their home community to “have a baby” whereas another moved to Thunder Bay to provide “care for mother who was hospitalized.”

Figure 5. “Why Did You Leave Your Home Community?” Frequency of Response Among People from a First Nation Community in Ontario



under “family/friends” were cited 5% less while employment was cited 4% more, compared to the overall sample. The reported reasons for leaving a First Nation community are outlined in Figure 5 above.

When we look at responses to the follow-up question regarding housing among the individuals from First Nations communities, 40 people (71.4%) reported having a home before coming to the City of Thunder Bay, 12 (21.4%) did not have a home before moving, and 4 (7.1%) were unsure if they had a home. The proportion of people who experienced homelessness prior to coming to Thunder Bay is, therefore, roughly the same as the overall sample.

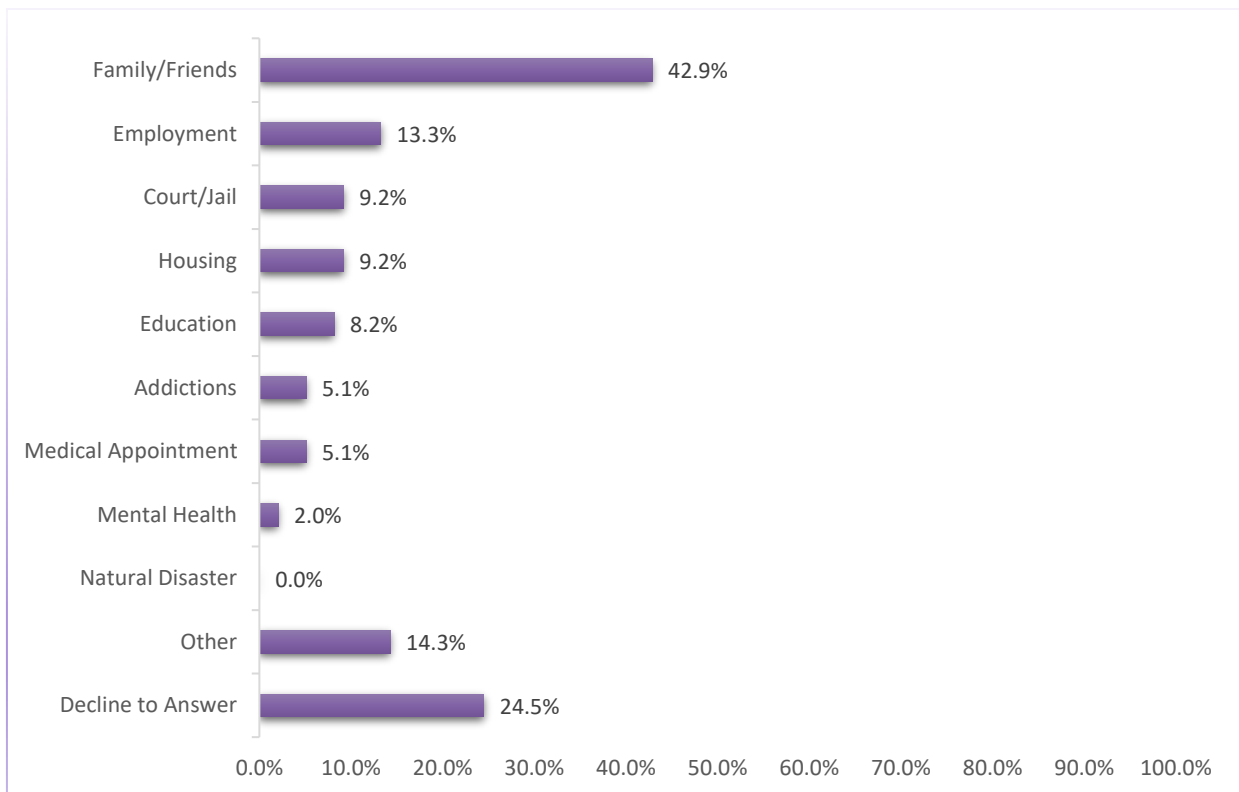
During interviews, we found only a handful of clues about why people left their home or previous communities, but the most salient observation from the interviews is that most people reported having unstable or unsafe housing of some kind in their previous or home communities. For instance, one individual said about their home community: “It’s too much [sic] people like involved in like solvent abuse. Like sniffing gas, and yeah... that’s something I’ve never been into, but yeah, like a lot of violence.” This

individual also reported having an unstable and unsafe housing situation with family. In addition, several of the participants in the interviews indicated a long history or pathway of migration with stops in multiple cities and towns before arriving in Thunder Bay.

Question 3: Why Do People Choose to Come to Thunder Bay?

While the previous question tries to understand why people *left* their home community, the third one tries to understand why people chose Thunder Bay in particular. Naturally, the answers to the two questions often overlapped – e.g., if someone came to Thunder Bay to stay with family, they might also indicate they left their home community to stay with family. But we discuss some key differences between why people left their home communities and why they came to Thunder Bay specifically.

Figure 6. “What Brought You to the City of Thunder Bay?” Frequency of Response by Category



Overall Sample

To start with the Point-in-Time, we asked the following question: “What brought you to the City of Thunder Bay?”. Here 42 people (42.9%) reported family or friends as the main reason they chose to come to Thunder Bay, 13 (13.3%) indicated employment opportunities in Thunder Bay, and 9 (9.2%) cited the search for housing. Figure 6 above presents all the reasons given for choosing Thunder Bay. The “Other” category included leaving domestic abuse/family conflict, relocation, and shelter services.

Sub-Sample: Individuals from First Nations Communities in Ontario

With regard to people from First Nations communities in Ontario, responses that were categorized as “family/friends” were reported by 13 people (22.8%), which is lower than the larger sample of people who migrated from across Ontario, while the proportion of people who cited employment (10 people, 17.5%), education (7 people, 12.3%), or court/jail (7 people, 12.3%) as a reason for coming to the City of Thunder Bay was higher.¹⁴ In addition, nobody in this sub-sample indicated that mental health or medical appointments were a reason to migrate to the city, which differs from the overall sample wherein medical appointments were given by 5% of the sample while mental health was given by 2% of the sample. All the reasons for migrating to the city among people from First Nations communities in Ontario are outlined in Figure 7 below.

The interviews we conducted supported the top responses on the survey. The three major themes in response to this question were social migration, service migration, and economic migration. Social migration consisted of people migrating to the city for

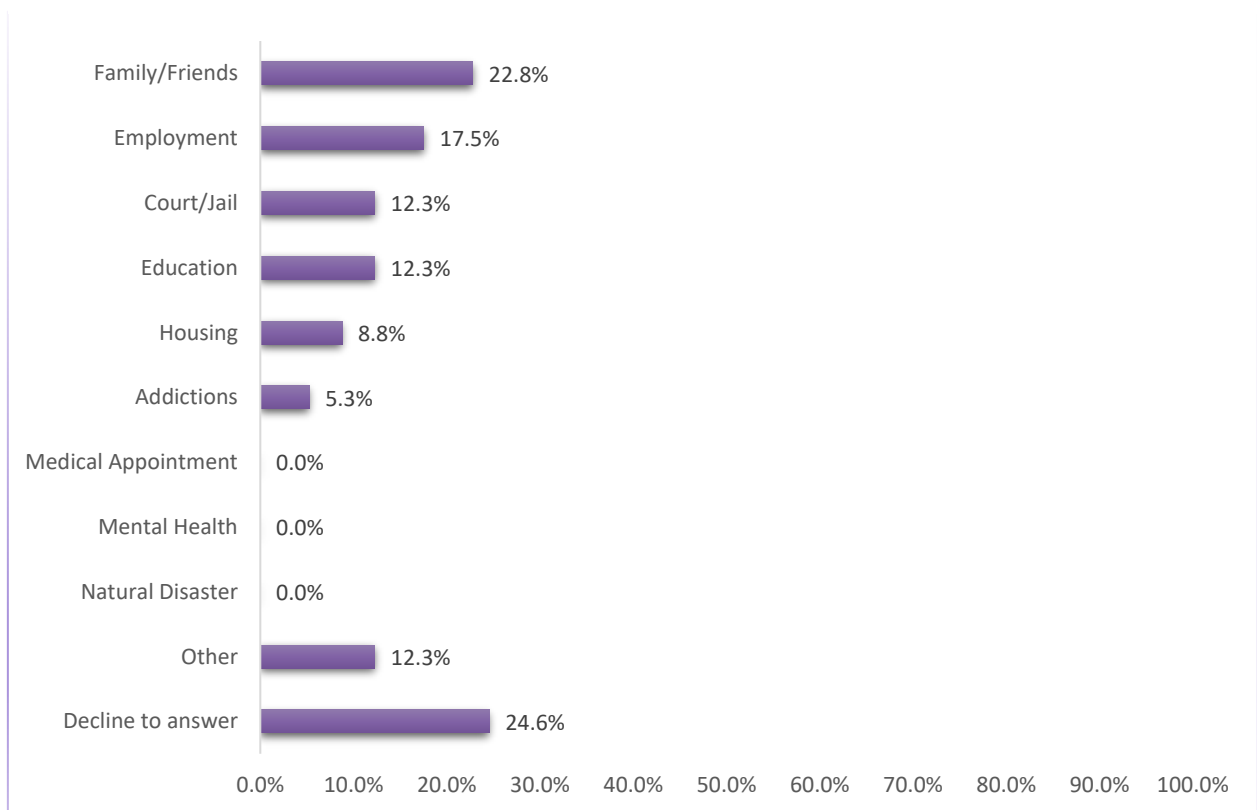
¹⁴ As a follow up, we conducted some statistical tests. As a reason for migrating to the City of Thunder Bay, when comparing people migrating from a First Nations community compared to a non-First Nations community, we found differences in employment ($X^2(1, N = 87) = 3.87, p = .049$) and education ($X^2(1, N = 87) = 4.21, p = .040$). In other words, someone from a First Nation community is more likely to migrate for employment or education than a person who is not from a First Nation community. Because frequency counts were generally very low, we do not include this in the main report but rather here as a footnote. Furthermore, we caution against extrapolating to other reasons given in the table simply by looking at the nominal data. The data set was not large enough to draw conclusions based on statistical tests that require a higher number of data points.

family, friends, or romantic partners. Here is an example of someone who migrated to be closer to siblings:

“Well, I just came back here because this is where my brothers and sisters [are]. [M]y parents died separately when I was in grade seven and eight, a year apart and then we went and lived with my aunt and uncle in O’Connor which is just behind Kakabeka. Other than that, I just came back here because this is where my little brother and sisters were and I kind of took care of them growing up.”

Migrating for services, or “service migration,” was just as common a reason for migrating to Thunder Bay. For instance, one person stated they came to Thunder Bay because there are “more services for me here. Like P.A.C.E., and health care, and, hopefully, I’m working on getting housing right now, so. They don’t have that kind of stuff in Nipigon.” Another individual said the shelters were the service they sought: “Thunder Bay was the closest place. I’ve been here before. I knew there were shelters here where I could stay

Figure 7. “What Brought You to the City of Thunder Bay?” Frequency of Response by People from First Nations Communities in Ontario



at.” Finally, “economic migration” was mentioned and we included employment and education in this category. Two individuals noted that they came looking for work while one individual stated they were working remotely from Thunder Bay after his company asked if he would work from the city. A fourth individual came to attend Lakehead University, stating he attended “for like a couple of weeks. We had to do summer school, and I didn't even make it to when classes started.” He noted that a long-time addiction and difficulty finding affordable housing ultimately led to his withdrawal from the program.

Question 4: Why Do People Choose to Remain in Thunder Bay?

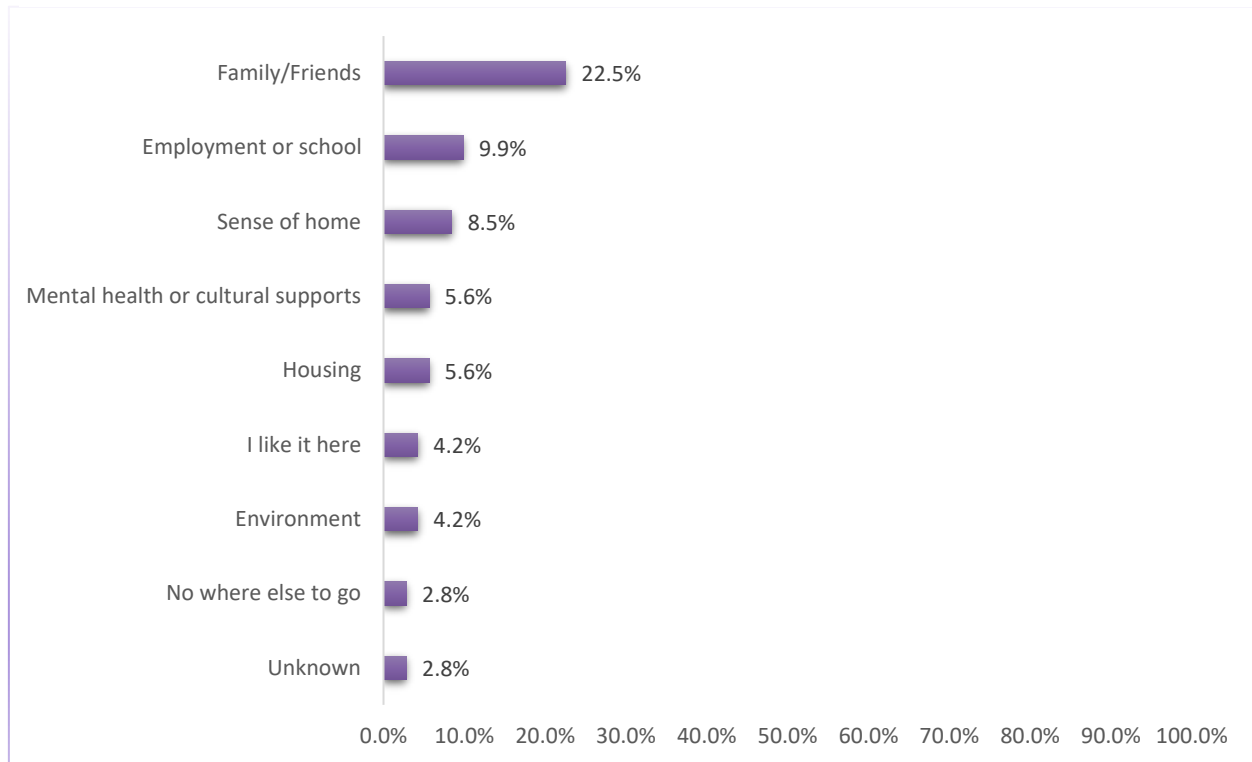
To understand the fourth question, first we asked: “Is the City of Thunder Bay your community of choice?” and then one of two follow up questions. If participants said that Thunder Bay was their community of choice we asked, “If yes, why?”. If they indicated that it was not their community of choice we asked, “If no, do you want to return to your home community, and why?”

Overall Sample

In total, 71 people (72.4%) indicated that the City of Thunder Bay was their community of choice. Social connection with family and friends was the most frequently cited reason why, with 16 people or 22.5% indicating so. This was followed by education or school (7 people or 9.9%) and “sense of home” (6 people or 8.5%) as reasons why people remained in Thunder Bay. Other reasons are outlined in Figure 8 below. On the other hand, 26 people (26.5%) indicated Thunder Bay was not their community of choice. Among these 26, 11 people (42.3%) wanted to return to their home community. Of these 11 people who wanted to return to their home communities, 4 people (36.4%) indicated employment/income and 3 (27.3%) indicated legal issues as barriers to returning to their home communities. Other items reported as barriers to returning to their homes include lack of housing in the community, family, and medical reasons (each with 1 respondent).

Again, to better understand housing, we asked the following two questions: “If you were to return to your home community, would you have permanent housing available?” and “If you were to return to your home community, would you have safe housing available?” In total, 50 people (51%) reported they would *not* have access to permanent housing if they returned to their home communities, and 38 people (38.8%) would *not*

Figure 8. Reasons Why Thunder Bay was the Community of Choice Among Those Who Migrated to Thunder Bay by Percentage

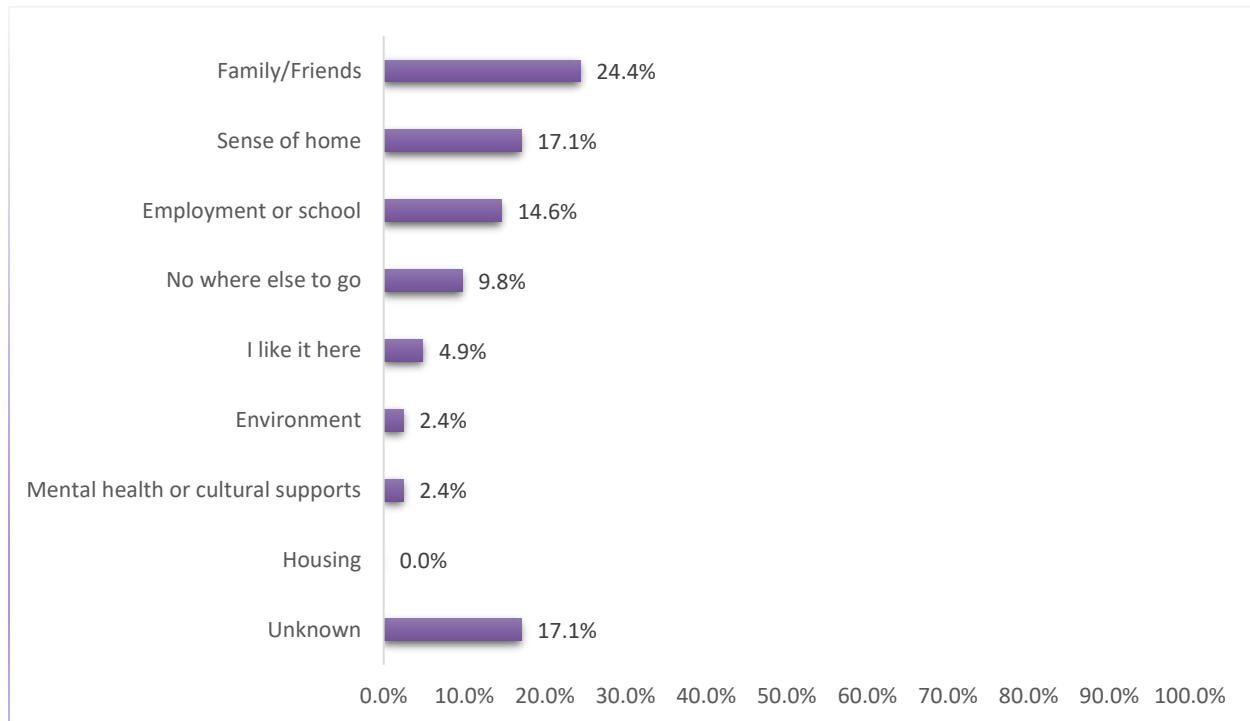


have access to safe housing in their home community if they returned. When we combine the two – safe and permanent housing – we observe that only 21 respondents (20.8%) would have access to both safe and permanent housing if they returned to their home community.

Sub-Sample: Individuals from First Nations Communities in Ontario

When looking at the sample of people from First Nations communities in Ontario, family/friends was the most reported (10 people or 24.4%) reason why Thunder Bay was the community of choice. Interestingly, sense of home was the second most cited reason with 7 people (17.1%), with employment or school as third with 6 people (14.6%). Reasons for Thunder Bay as the community of choice for people who migrated from an Ontario First Nation community are outlined in Figure 9 below. A total of 11 (19.3%) people from an Ontario First Nations community indicated that Thunder Bay was not their community of choice. Among these 11 people, 8 (72.7%) wanted to return to their home

Figure 9. Reasons Why Thunder Bay was the Community of Choice Among Individuals Who Migrated from an Ontario First Nations Community by Percentage



community. For these 8 people, 3 people (37.5%) indicated legal issues and 3 (37.5%) indicated employment/money as barriers to returning to their home communities, and 2 (25%) did not provide a reason.

With respect to housing, for respondents from an Ontario First Nations community, 26 (45.6%) would *not* have access to permanent housing and 18 (31.6%) would *not* have access to safe housing; a total of 14 people (24.6%) reported having access to both safe and permanent housing if they returned to their community.

Once again, the qualitative data from the interviews confirmed some of the quantitative data from the PiT. For instance, social reasons to stay or remain in city were frequently mentioned; this included “to stay close to” family or having a partner but also a sense of community. Here is an example of an individual who, as stated above, had a long and varied migration pathway to the city and highlights the “magical” nature of the community in Thunder Bay as a reason to remain here.

“Like, from moving so much, like I haven’t really had long term friends for a long time. I had like a handful of guys that have been friends with for, like 20 years. So, like, having this kind of community is really cool. And there’s a lot of things about Thunder Bay that are different from other places. It almost seems like it’s kind of magical.”

Services were also given as a reason to remain in Thunder Bay, but here we have some qualitative data that adds to the quantitative data as a number of people mentioned economic barriers to leaving the city. Here is an individual explaining how a medical appointment and a missed flight led to them staying in Thunder Bay:

“I was medivac-ed from Kenora, from the hospital here, and I’ve been stuck in this damn town ever since. I had a, they told me I was having a stroke. So, they put me on a plane. Next, they brought me to Thunder Bay, and I’ve been here ever since.”

Interestingly, this individual was from Kenora, but given the provincial boundaries was flown to Thunder Bay General Hospital instead of a closer one in Winnipeg. Here is another example of someone who originally came for healthcare and now cannot afford to leave. They indicate that another medical appointment will be missed so that they can return home.

“I came out here for a CT scan, but I kind of missed my flight. So that's why I'm here. They were gonna do an MRI, but the MRI is on the 17th. I don't think I'm gonna go 'cause I wanna go home. I'm waiting for my cheque on the 15th to partially pay for my way. That's my whole story.”

Finally, here is one more example of an economic barrier related to transportation. One individual from Southern Ontario stated that: “Well, I have, I have um. Honestly, once I moved to Thunder Bay, Greyhound went [out of] business and, like, the only way to leave was on the airplane, and I can't afford that.”

Question 5: What Factors Predict if Someone Will Stay or Leave a Shelter?

To answer the fifth question, we departed from the Point-in-Time data and the interviews and used the data from the shelter survey and HIFIS variables. The HIFIS variables of check-in and check-out dates allowed us to categorize individuals as having “stayed” ($n = 88$) or “left” ($n = 22$) a shelter, the latter of which refers to those not registered

in HIFIS at a shelter in Thunder Bay for eight or more weeks at the time we retrieved the data. Table 5 below shows the key factors in predicting whether a person experiencing homelessness in Thunder Bay is going to stay or leave the shelter. It is important to note that the table shows raw scores – higher scores indicate that the person is more likely to stay in a shelter for that particular “factor” or reason; to further facilitate comprehension, we used the statistical probability to categorize a predictor’s raw score as “strong,” “moderate,” or “weak.”

Table 3. Factors that Predict if Someone Will Stay or Leave a Shelter in Thunder Bay by Score and Predictive Strength

Factors¹⁵	Score	Strength
The person received mental health support recently	20.57 ¹⁶	Strong
Family or friends was a reason to migrate to Thunder Bay	17.86	Strong
Education was a reason to migrate to Thunder Bay	16.20	Strong
The person recently received support for drug/alcohol use	14.29	Strong
Mental health support was a reason to migrate to Thunder Bay	13.50	Strong
A medical appointment was a reason to migrate to Thunder Bay	13.00	Strong
The person’s highest level of education is high school	12.07	Strong
The person found employment upon arrival in Thunder Bay	10.26 ¹⁷	Moderate
Employment was a reason to migrate to Thunder Bay	9.85	Moderate
Support for drug and/or alcohol was a reason to come to Thunder Bay	9.00	Moderate
The person is 39 years of age or older	7.78	Moderate
The person was hospitalized in Thunder Bay	6.37	Weak

¹⁵ All values were statistically significant.

¹⁶ All strong predictors were statistically significant at $p < .001$.

¹⁷ All moderate predictors were statistically significant at $p < .01$.

From Table 3, we make six interpretations. First, out of the 7 strong predictors, three of them are related to service – i.e., people migrated to the city for education, mental health support, or a medical appointment. Second, people are more likely to stay if they recently received support for mental health or addictions. Third, people are more likely to stay if they migrated for mental health support and have recently received those supports. Fourth, people are more likely to stay if they migrated for addictions support and recently received support for it. Fifth, people are more likely to stay if they come for mental health support or a medical appointment. Sixth, people are more likely to stay if they migrate for education and employment.

In the Point-in-Time count data set we noticed that the majority of people migrating to the City of Thunder Bay came from one of the three neighbouring districts – Kenora, Cochrane, or Rainy River. As a result, we decided to run the machine learning models again but this time with the person's home and previous districts included as factors in determining if a person stays or leaves a shelter. Home district refers to the district the person is originally from while previous district refers to the district they lived in directly prior to coming to the District of Thunder Bay. In some cases, these differ while in others, they are the same. We collected information on home and previous districts as screening questions and did not originally intend for them to be factors in predicting whether people stay or leave a shelter – hence why they were not included in the original models. But from Table 4 below, we can see that once we did include districts, both home and previous districts emerge as the two strongest predictors of whether or not someone who migrated to the city will stay or leave a shelter.

One district seems to influence the models more than the other – Kenora. Of the 88 individuals who stayed in the shelter and thus did not leave, 32 were from Kenora; this is compared to the 1 in 22 who left. This means that of the 33 individuals who migrated from the District of Kenora, 32 ended up staying in a shelter in Thunder Bay and only 1 left. Moreover, if we look at the Districts of Cochrane and Rainy River together with Kenora, this accounts for 50% of people who stayed in a shelter in Thunder Bay. Put differently, of the 48 people from a neighbouring district, 45 stayed in a shelter in Thunder Bay and only 3 left. Therefore, we have confirmation from a second sample, the Point-in-Time count being the first sample, that a meaningful portion of individuals migrating to the

City of Thunder Bay and staying in a shelter are migrating from the District of Kenora, and that half are from one of three neighbouring Districts. Those most likely to leave the shelters were from Southern Ontario.

Table 4. Factors that Predict if Someone Will Stay or Leave a Shelter by Score and Predictive Strength with Regional District Included

Factor	Score	Strength
The person's home district is Kenora, Cochrane, or Rainy River	48.01 ¹⁸	Strong
The person's previous district is Kenora, Cochrane, or Rainy River	26.84	Strong
The person's highest level of education is high school	22.26	Strong
The person received support for drug and/or alcohol use recently	20.57	Strong
The person found employment upon arrival in Thunder Bay	19.70	Strong
Family or friends was a reason to migrate to Thunder Bay	17.85	Strong
Education was a reason to migrate to Thunder Bay	16.20	Strong
Support for drug and/or alcohol was a reason to come to Thunder Bay	14.29	Strong
Mental health support was a reason to migrate to Thunder Bay	13.50	Strong
A medical appointment was a reason to come to Thunder Bay	13.00	Strong
The person tended to be older	12.60	Strong
The person migrated for employment	9.85	Moderate
The person migrated for housing	9.00	Moderate
The person migrated for support for drug and alcohol	9.00	Moderate
The person has a status card	6.00	Weak
The person has been hospitalized in the City of Thunder Bay	5.72	Weak

¹⁸ All values were statistically significant at $p < .001$.

Question 6: If People Stay, How Long Do They Stay?

To answer the sixth question, we again used data from the shelter survey and HIFIS and developed machine learning models to analyze the data. The target variable used for this prediction was the individual's duration of stay at shelters, which was generated by calculating the total number of days a person was present at any of the shelters. Figure 10 below shows the distribution of all individuals in our sample by the length of stay. Though not observable from the figure, more than half of our sample stayed for less than 34 days; about 25% stayed for 13 days; and another 75% stayed for 81 days. The average number of days stayed was 52 while the longest stay duration was 245.

Question 7: What Factors Predict the Length of Duration a Person Stays?

Finally, as with questions 5 and 6, we used the shelter survey and HIFIS data sets along with machine learning models to answer question 7. We tested all of the factors and three of them emerged as predictors and are presented in Table 5. Overall, the models for this question were weaker if statistically significant.

Figure 10. A Scatterplot of the Number of People Experiencing Homelessness by Number of Days Stayed at a Shelter

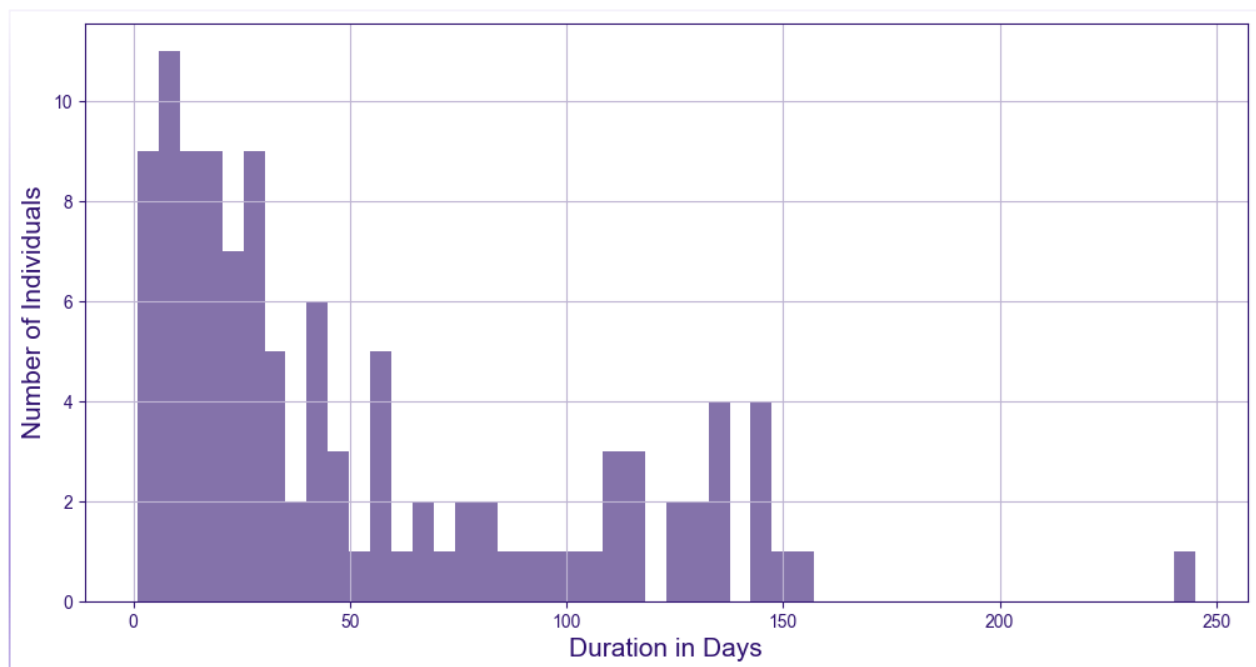


Table 5. Factors that Predict a Long Stay Duration in a Shelter by Score and Predictive Strength

Factor	Score	Strength
Does not have band membership	5.53 ¹⁹	Weak
Does not have a status card	4.84	Weak
Did not recently have support for drug and/or alcohol abuse	4.17	Weak

According to the values above, individuals without band membership and status cards are more likely to stay in a shelter longer. By contrast, the majority with band memberships and status cards stayed for shorter periods. We should note that among those individuals who did not have a status card or band membership, some were Indigenous while a majority were not. Moreover, Indigenous individuals who are more likely to stay for shorter periods and non-Indigenous people tend to stay for longer periods. Finally, those who have not received any recent drug and/or alcohol support are more likely to stay for longer durations.

As with question 5, we decided to run the models again with district to see if the person’s home district or previous district predicted stay duration in addition to whether or not they would simply stay. Table 6 below presents the results. Again, we can see that home district becomes the strongest predictor of stay duration once included and previous district emerges as a predictor, too. As with the question of whether an individual who migrated to Thunder Bay would stay in a shelter, the District of Kenora emerged again as a predictor of stay duration. This means people migrating from Kenora were more likely to stay for longer periods of time. People most likely to stay for shorter periods of time were those from Southern Ontario.

¹⁹ All factors significant at $p < .05$.

Table 6. Factors that Predict a Long Stay Duration in a Shelter by Score and Predictive Strength with Regional District Included as a Predictor

Factor	Strength	Strength
The person's home district is Kenora, Cochrane, or Rainy River	6.13 ²⁰	Weak
The person does not have band membership	5.53	Weak
The person does not have a status card	4.84	Weak
The person's previous district is Kenora, Cochrane, or Rainy River	4.53	Weak
The person did not recently receive support for drug and/or alcohol abuse	4.17	Weak

²⁰ All values are significant at $p < .05$.

Discussion and Implications

We want to use this concluding section to carve out what we think to be the key findings, briefly discuss their implications, and talk about the limitations of the study and any potential work that could be done by others to help further our understanding of migration and homelessness in Thunder Bay.

Key Findings

Below are the findings that we think deserve the most attention from both a policy and research perspective.

1. All three data sets suggest that social factors, such as family, friends, and a sense of community might be driving migration into the City of Thunder Bay and motivating people to remain here and in shelters.
2. All three data sets suggest that service factors, such as health care, housing, and social services like addictions and mental health support might be driving migration into the City of Thunder Bay and also motivating people to remain here and in shelters.
3. All three data sets suggest that economic migration, mainly unemployment in home communities and a promise of employment in the City of Thunder Bay, might be driving migration into the city, but also that people in this study were either unable to work, unable to find work, or unable to keep work.
4. The Point-in-Time data and qualitative data suggest that lack of money is a barrier to leaving the city for those who want to leave.
5. The Point-in-Time and shelter survey data show that a majority of people migrated from a neighboring district, mainly Kenora, Cochrane, and Rainy River, each with a high proportion of rural towns and a Social Services Administration Board.
6. The shelter survey and subsequent machine learning models suggest being from or passing through Kenora, Cochrane, or Rainy River is a predictor of migration to Thunder Bay and stay in a shelter, including, though to a lesser extent, longer stays in shelter.
7. A high proportion of individuals from neighbouring districts are from First Nations communities in those districts, primarily on Treaty 9 and Treaty 3 territory.

Implications

So, what are the implications of this research? Below we talk about two sets of implications – one for policy and programming in the City of Thunder Bay and potentially in Northwestern Ontario and the other for existing and future research in this area.

For Homelessness Policy and Programming in the District of Thunder Bay.

With the understanding of the responses to the questions asked in this research, TBDSSAB is in a better position to provide program direction to pre-emptively address migratory homelessness issues and lessen emergency shelter usage. There is potential for collaborative programming with neighbouring districts and First Nations communities, as well as partnerships with provincial and federal governments. Further, where the data address policy and legislative opportunities for change, advocacy to federal and provincial government may be appropriate.

For Research on Migration and Homelessness. What implications do our findings have for the broader issue of migration and homelessness, which is otherwise a poorly understood phenomenon? First, our study helps build on knowledge about homelessness and migration in Northern Ontario. A pair of studies done a few years ago, including one by a member of this research team, suggested a number of relevant elements of migration: a rural-to-urban pathway of migration in Northern Ontario; a jurisdictional pathway of migration from federally to provincially or municipally funded services; and migration from Indigenous First Nations communities to cities for medical appointments not available in First Nations communities.²¹ The study by Schiff et al. (2016) also found that the prohibitively high cost of flights back to First Nations communities accessible only by air or winter ice-roads was a factor in preventing people from leaving the city to which they came for medical help.²² Our study confirms all of the

²¹ Carol Kauppi, Henri Pallard, and Emily Faries, “Poverty, Homelessness, and Migration in Northeastern Ontario, Canada” *International Journal of Sustainable Development* 8, No. 4 (2015): 11-22; Rebecca Schiff, Alina Turner, and Jeanette Waegemakers Schiff, “Rural Homeless in Indigenous Canada” *Indigenous Homelessness: Perspectives from Canada, Australia, and New Zealand* Winnipeg, eds. Julia Christensen and Evelyn Peters (Winnipeg: University of Manitoba Press, 2016), 185-209.

²² Schiff, Turner, and Waegemakers Schiff, “Rural Homeless in Indigenous Canada,” 185-209.

above – people seem to be migrating from more rural areas to the urban hub of Thunder Bay; a number of these areas are First Nations communities; the cost of travelling home is a barrier; and there is a pattern of jurisdictional migration – people are migrating from federal, provincial, or even municipal jurisdictions other than Thunder Bay into the city. These two studies looked at Sudbury and Kenora and therefore this study is the first to provide a comprehensive view of migration and homelessness in Northwestern Ontario.

Second, our findings confirm that, in addition to the overrepresentation of Indigenous peoples among the population of people experiencing homelessness,²³ there is an overrepresentation among those migrating to the city. The specific forces that shape Indigenous migration from the reserve to the city have both interested and challenged academics for several decades.²⁴ In 1981, Clatworthy and Gunn noted that it was already “widely recognized that native people represent a significant and expanding segment of western Canada’s urban poor.”²⁵ In fact, the question of “push” and “pull” factors that encourage Indigenous migration to or from a reserve community was an important one for the Royal Commission on Aboriginal Peoples in 1996.²⁶ A decade later, in 2006, Martin Cooke and Danièle Bélanger published an article seeking to consolidate a structural analysis of Indigenous migration and offer a “systems perspective” on the issue; however, the authors noted that the varying reasons for migration, as well as the unique experiences of those who migrate, make a rigid framework or model elusive or at least

²³ TBDSSAB, *Thunder Bay Point-in-Time Count*, last modified April 2016, <https://tbifc.ca/wp-content/uploads/2016/10/PIT-Data-Final.pdf>; TBDSSAB, *Thunder Bay Point-in-Time Count*, last modified November 2018, <https://www.lspc.ca/wp-content/uploads/2018-Point-In-Time-Count-.pdf>; Alicia Kalmanovitch, Nick Falvo, Britney Ardelli, Laurel Collier, Megan Hodgins, Megan Donnelly, and Joel Sinclair, *Spring 2018 Point-in-Time Count Report*, <http://www.calgaryhomeless.com/wp-content/uploads/2021/02/2018-Calgary-Point-in-Time-Homeless-Count-Full-Report.pdf>

²⁴ Trevor Denton, “Migration from a Canadian Indian Reserve.” *Journal of Canadian Studies* 7, no. 2 (1972): 54–62.

²⁵ Stewart Clatworthy and Johnathan Gunn, *Economic Circumstances of Native People in Selected Metropolitan Centres in Western Canada* (Winnipeg: Institute of Urban Studies, 1981), 1.

²⁶ Stewart Clatworthy, *The Migration and Mobility Patterns of Canada’s Aboriginal Population*. Prepared for the Royal Commission on Aboriginal Peoples (Ottawa: Canada Mortgage and Housing Corporation and the Royal Commission on Aboriginal Peoples, 1996).

lacking in utility.²⁷ More recently, in a 2009 study, two scholars stressed the role of acute poverty as a factor shaping migration.²⁸ Overall, migration and homelessness is complicated and enduring.

Moving forward, several scholars in numerous studies might seek to understand and even isolate specific motivations or reasons for Indigenous migration²⁹. More recently, the Calgary Homeless Foundation released a report in 2020 titled *Understanding the Flow of Urban Indigenous Homelessness: Examining the Movement Between Treaty 7 First Nations and Calgary's Homeless-Serving System of Care*.³⁰ This report noted that

“There appear to be two forms of migration to the city: the first is by choice, the second is forced. The first is one related to searching for opportunity, and many do make a successful transition via education and securing employment. For others, it is more of a forced migration, especially for newly separated singles, youth and individuals struggling with substance abuse and frustration with lack of employment opportunities on reserve. Overcrowded homes, poor condition and the lack of supply were also identified as factors in families leaving the reserve.”³¹

Though this body of literature did not address Northern Ontario, it rings true with the findings of our study.

²⁷ Martin Cooke and Danielle Belanger, “Migration Theories and First Nations Mobility: Towards a Systems Perspective,” *The Canadian Review of Sociology and Anthropology* 43, no. 2 (May 1, 2006): 141–164.

²⁸ Evelyn J. Peters and Vince Robillard, “‘Everything You Want Is There’: The Place of the Reserve in First Nations’ Homeless Mobility” *Urban Geography*, 30, no. 6 (2009), 652–658.

²⁹ Jaylene Taylor Anderson and Damian Collins, “Prevalence and Causes of Urban Homelessness Among Indigenous Peoples: A Three-Country Scoping Review,” *Housing Studies* 29, no. 7 (June, 2014): 959–976.; Martin Cooke and Erin O’Sullivan, “The Impact of Migration on the First Nations Community Well-Being Index,” *Social Indicators Research* 122, no. 2 (2015): 371–89; Marilyn Amorevieta-Gentil, Robert Bourbeau, and Norbert Robitaille, “Migration Among the First Nations: Reflections of Inequalities,” *Population Change and Lifecourse Strategic Knowledge Cluster Discussion Paper Series*, 3, No. 1 (2015).

³⁰ Gabriele Lindstrom, Steve Pomeroy, Nick Falvo, and Jodi Bruhn, *Understanding the Flow of Urban Indigenous Homelessness: Examining the Movement Between Treaty 7 First Nations and Calgary's Homeless-Serving System of Care*, May, 2020, http://www.calgaryhomeless.com/wp-content/uploads/2021/08/Understanding-Flow_Final_print_2020_07_21.pdf

³¹ Lindstrom, Pomeroy, Falvo, and Bruhn, *Understanding the Flow of Urban Indigenous Homelessness*.

Third and final, methodologically, our work here responds to calls and builds on studies using quantitative data to understand migration and homelessness. This includes the call for “multivariate models” of Indigenous migration by Cooke and Bélanger (2006).³² To our knowledge, this is the first time machine learning has been used to understand homelessness in Northern Ontario and might be the first time it’s been used to understand migration and homelessness in Canada or elsewhere.

But this work also builds on several previous studies that have used machine learning techniques to guide our understanding of homelessness generally. For instance, studies using machine learning models have helped: predict the possibility of an individual becoming homeless; determine the duration of homeless stay in a shelter³³; determine the likelihood of a person experiencing homelessness after gaining housing³⁴; and predict access to housing and shelter³⁵. Other studies have also determined causal factors of homelessness, again generally and not in relation to migration; these include education, physical disability, family issues, domestic violence, financial strain, substance use, mental illness, and contact with criminal justice systems³⁶. We have used most of these

³² Martin Cooke and Danielle Belanger. “Migration Theories and First Nations Mobility: Towards a Systems Perspective,” *The Canadian Review of Sociology and Anthropology* 43, no. 2 (May 1, 2006): 141–164.

³³ Boyeong Hong et. al, “Applications of Machine Learning Methods to Predict Readmission and Length-of-Stay for Homeless Families: The Case of Win Shelters in New York City,” *Journal of Technology in Human Services* 36, no. 1 (2018): 89-104.

³⁴ Hong et al., “Applications of Machine Learning”, 80-104; Yuan Gao, Sammy Das, and Patrick J. Fowler, “Homelessness Service provision: A Data Science Perspective,” *AAAI Workshop on AI and Operations Research for Social Good*, WS-17-01 (2016): 20–24.

³⁵ Robert Suchting et. al., "Predicting Daily Sheltering Arrangements Among Youth Experiencing Homelessness Using Diary Measurements Collected By Ecological Momentary Assessment" *International Journal of Environmental Research and Public Health* 17, no. 18 (2020): 6873; Halil Toros and Daniel Flaming. “Prioritizing Which Homeless People Get Housing Using Predictive Algorithms,” *SSRN Electronic Journal*, April 2017, https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2960410.

³⁶ Jeffrey Olivet, Catriona Wilkey, Molly Richard, Marc Dones, Julia Tripp, Maya Beit-Arie, Svetlana Yampolskaya, and Regina Cannon, “Racial Inequity and Homelessness: Findings from the SPARC Study,” *The ANNALS of the American Academy of Political and Social Science* 693, no. 1 (2021): 82-100;

as independent factors in understanding migration. Finally, in terms of breadth of models, most studies have used largely two types of machine learning³⁷, but we had the opportunity to use eight in determining the conclusions in this report.

Limitations and Future Research

We outline two limitations here. First, COVID-19 negatively impacted all three of our data collection efforts. The Point-in-Time count numbers are lower in 2021 compared to the previous two years and this was a direct effect of the impact of COVID-19. Regarding the shelter survey and interviews, outbreaks at the shelters negatively impacted our data collection efforts. Many of the interviews were conducted in the shelters and the shelter survey was always conducted at the shelters. But in both cases, we were not permitted to conduct our research at any of the shelters during an outbreak or if a researcher had been in contact with a positive case. Particularly for the shelter survey, the outbreaks or just COVID-19's generalized impact could have depressed the number of people we could survey; if so, this would have an impact on the accuracy and strength of our machine learning models because machine learning models perform better with larger datasets. Although it might also be virtually impossible to get a sufficiently large data set in such a small city, particularly when limiting our focus to people who migrate

Victor B. A. Moxley, Taylor H. Hoj, and M. Lelinneth B. Novilla, "Predicting Homelessness Among Individuals Diagnosed with Substance Use Disorders Using Local Treatment Records," *Addictive Behaviors* 102 (March 2020): 106160; Eric B. Elbogen, Megan Lanier, Henry R. Wagner, and Jack Tsai, "Financial Strain, Mental Illness, and Homelessness," *Medical Care* 59, no. 4 (2021): 132-138; Jordan P. Davis, Graham Diguiseppi, Jessenia De Leon, John Prindle, Angeles Sedano, Dean Rivera, Benjamin Henwood, and Eric Rice, "Understanding Pathways Between PTSD and Substance Use Among Adolescents," *Psychology of Addictive Behaviors* 33, no. 5 (2019): 467; Hajing Hao, Monica Garfield, and Sandeep Puro, "The Determinants of Length of Homeless Shelter Stays: Evidence-Based Regression Analyses," *International Journal of Public Health* 66, no. 1 (2022): 1604273; Zachary Giano, Amanda Williams, Carli Hankey, Renae Merrill, Rodica Lisnic, and Angel Herring, "Forty Years of Research on Predictors of Homelessness," *Community Mental Health Journal* 56, no. 4 (2020): 692-709.

³⁷ Halil Toros, Daniel Flaming, and Patrick Burns, "Early Intervention to Prevent Persistent Homelessness," *SSRN Electronic Journal*, 2019, <https://economicrt.org/wp-content/uploads/2019/03/Early-Intervention-to-Prevent-Persistent-Homelessness.pdf>

from out of town or province. Machine learning models, while carrying strengths over traditional inferential statistics, also have some weaknesses. The “black box” nature of the models meant that we had to interpret the findings in a way that departs slightly from the well accepted process in the field. For this data set, that was possible, given the size, but for future data sets that are larger, it might not be. The second limitation is financial. The nature and amount of the grant, while making this project possible, limited our ability to continue data collection efforts or to increase them to get better data. Future studies might consider larger grants for more robust data – quantitative and qualitative.

Ultimately, this is a preliminary report on a preliminary study, which gives us a preliminary answer to one important question about homelessness in the City of Thunder Bay – why are so many people who experience homelessness here from out of town?

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Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town?

To better understand this question, the District of Thunder Bay Social Services Administration Board (TBDSSAB) and Lakehead University (LU) partnered to form an interdisciplinary research team to highlight the factors that led people experiencing homelessness to the City of Thunder Bay.

Key findings of the study:

69%
of migration from neighbouring districts comes from First Nation Communities

77%
of people from a First Nation Community reporting being from Treaty 9 or Treaty 3 territories.



54%
of people surveyed migrated from Kenora, Cochrane and Rainy River Districts. Machine learning models show that a person experiencing homelessness and being from, or passing through, these districts is a predictor of migration to the City of Thunder Bay.



People are also more likely to stay in a Thunder Bay emergency shelter if: they migrated for education, mental health supports, or a medical appointment **or** they recently received support for mental health or addictions



People migrate to the City of Thunder Bay due to:

Social Factors



43%

migrated to Thunder Bay for family, friends, or a sense of community

Service Factors



migrated to Thunder Bay for health care, housing, or social services

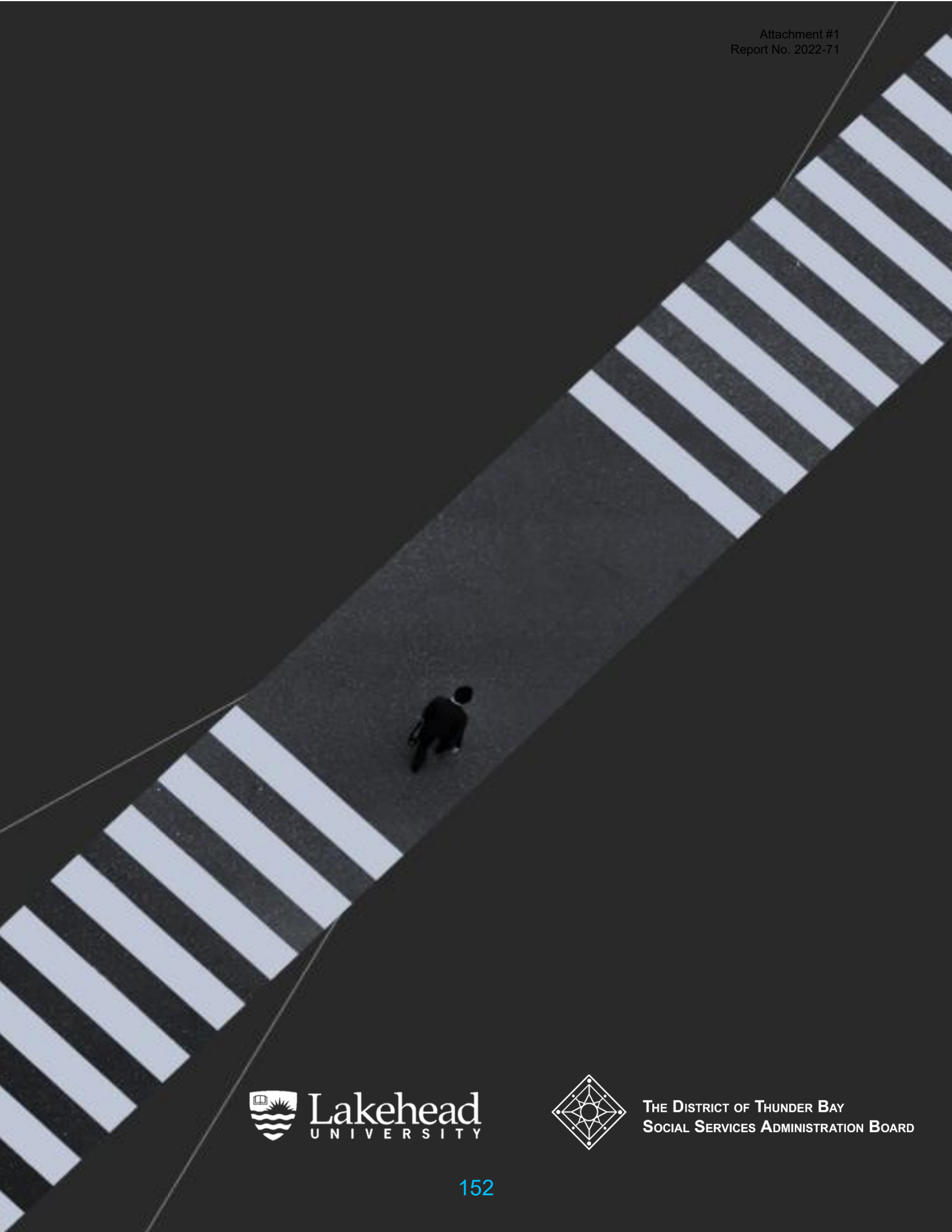
Economic Factors



22%

migrated to Thunder Bay for employment or education

“...having this kind of community is really cool. And there's a lot of things about Thunder Bay that are different from other places. It almost seems like it's kind of magical.”



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



BOARD REPORT

REPORT No.: 2022-72
MEETING DATE: NOVEMBER 17, 2022
SUBJECT: ROMA 2023 POSITION PAPERS

RECOMMENDATION

THAT with respect to Report No. 2022-72 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the Rural Ontario Municipal Association (ROMA) 2023 Position Papers as presented;

AND THAT we direct the Chief Administrative Officer (CAO) to incorporate any edits to the position papers recommended by the Board by consensus into a final delegation package;

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

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

AND THAT the CAO attend the 2023 ROMA conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

REPORT SUMMARY

To provide the Board with the position papers for the 2023 Rural Ontario Municipal Association (ROMA) Annual Conference for review and approval.

BACKGROUND

ROMA will be holding its 2023 Annual Conference on January 22-24, 2023 in Toronto. 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 four issues that are recommended to the Board for advocacy with provincial representatives.

The four proposed advocacy topics include:

- 1) Supports for Migration into Homelessness
- 2) Supports for Alcohol Dependency
- 3) DSSAB Legislation and Guidelines
- 4) Landlord and Tenant Board hearing wait times

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 ROMA 2023 position papers be reviewed and approved as presented.

REFERENCE MATERIALS

Attachment #1 [Draft Position Papers – ROMA 2023](#)

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

Advocate for the Federal Government to Provide Adequate Housing and Support Services on First Nation Communities in Ontario

POSITION PAPER

January 2023

Rural Ontario Municipalities Association (ROMA) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Steve Clark, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Minister of Municipal Affairs and Housing to establish a working table to address migration into homelessness, including the Federal Minister of Indigenous Service and the Federal Minister of Housing and Diversity and Inclusion, to promote adequate housing and support services in Ontario's First Nations communities.

Summary

The TBDSSAB recognizes the complexity involved with establishing services in remote First Nation communities in Ontario. However, more needs to be done to provide for individuals and families to ensure an adequate level of service exists. A recent study into homelessness shows a high percentage of individuals that are homeless in the District of Thunder Bay have migrated here, and of those that have migrated a high percentage are from a First Nations community in Ontario. The Government of Canada needs to do more to provide for individuals living in First Nations communities in Ontario and provide assistance to ensure that those who leave do not become homeless in Ontario's urban centres.

Background

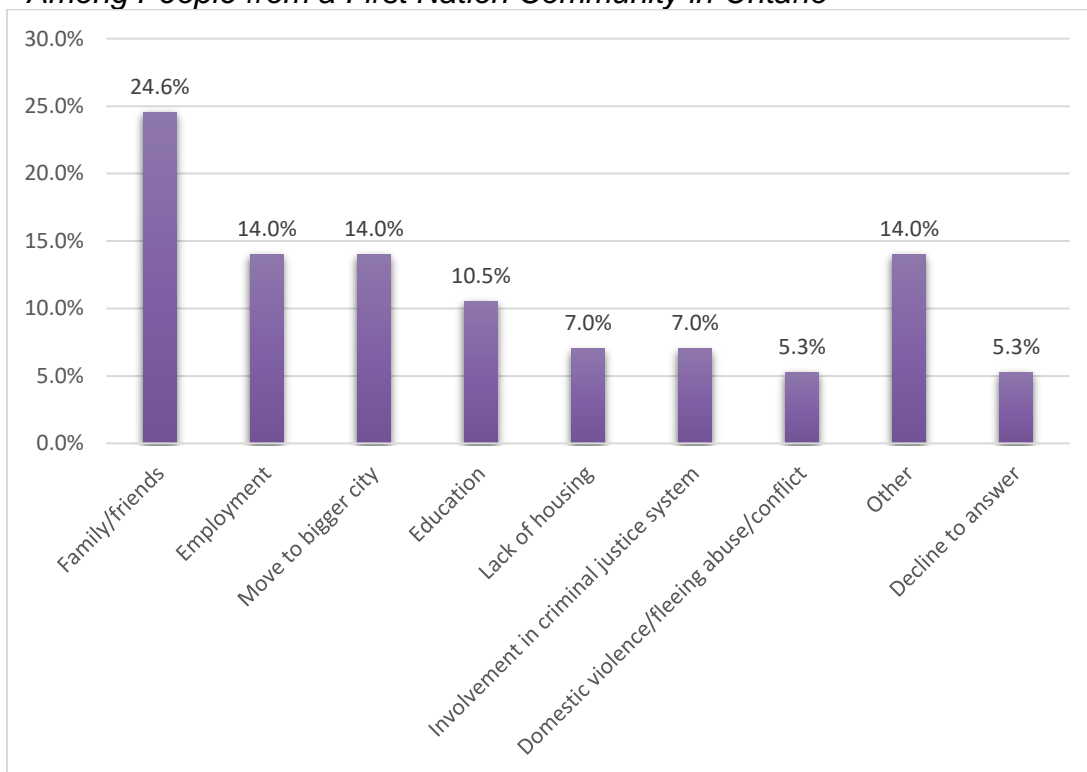
In 2021, the TBDSSAB partnered with faculty from Lakehead University to conduct a mixed methods research study that sought to better understand the following:

1. From which home communities are people migrating?
2. Why do people leave their home communities in the first place?
3. Why do people choose to come to Thunder Bay?
4. Why do people choose to remain in Thunder Bay?
5. What factors predict if someone stays or leaves Thunder Bay?
6. If a person does stay, how long are they likely to stay?
7. What factors predict how long someone stays?

The research questions were inspired by findings from the 2018 District of Thunder Bay Point in Time (PiT) Counts that showed that a high percentage of homeless individuals had migrated.

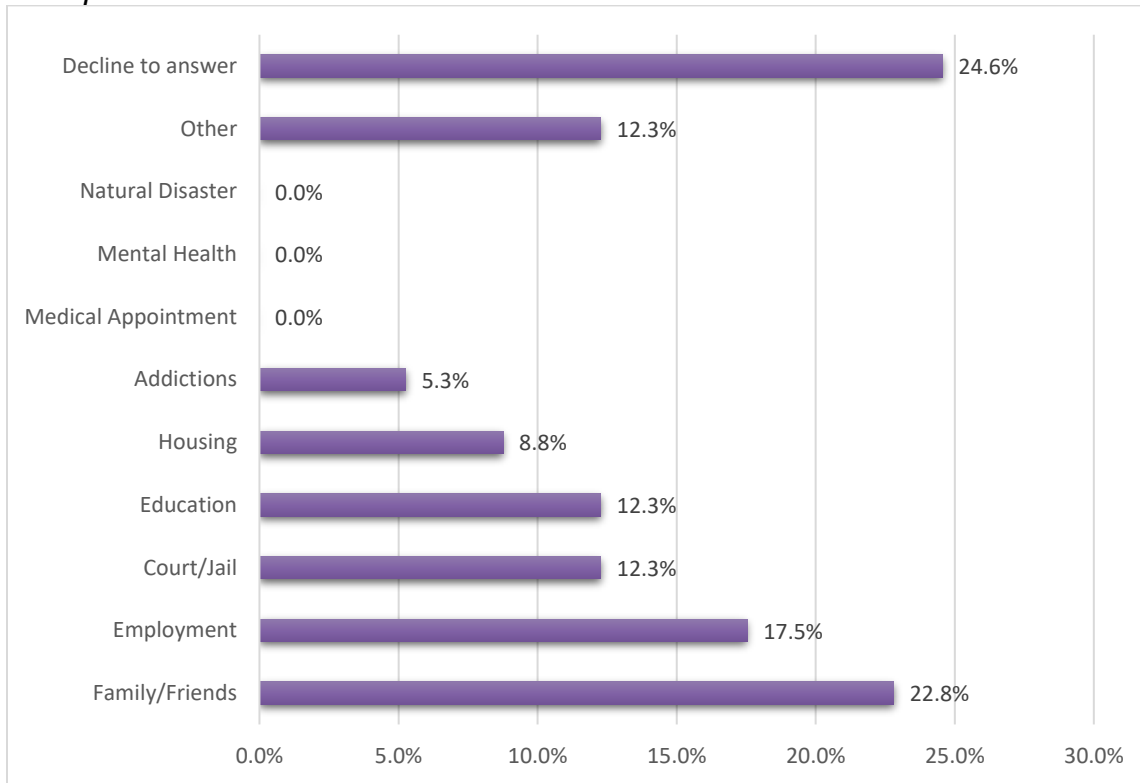
During the data analysis stage of the study the research team created a subset of responses that represented individuals from First Nation communities in Ontario. In total, 68.4% of the individuals that had migrated to Thunder Bay and are now homeless indicated that their home community is a First Nation community in Ontario. The responses to why an individual left their home community are shown in the graph below.

Figure 1. Why Did You Leave Your Home Community? Frequency of Response Among People from a First Nation Community in Ontario



From these responses, it can be seen that 43.8% of participants stated that they left their home community for socio-economic reasons. Similarly, when asked what brought an individual to Thunder Bay, 56% of homeless individuals from a First Nation community in Ontario indicated that it was for socio-economic reasons.

Figure 5: What Brought You to the City of Thunder Bay? Frequency of Response by People from First Nation Communities in Ontario



The follow-up question regarding housing among the individuals from a First Nation community in Ontario shows that 71.9% reported having a home before coming to the City of Thunder Bay, 21.1% did not have a home before moving, and 7% are unsure if they had a home.

When people were interviewed, responses found only a handful of clues about why people left their home or previous communities. But the most salient observation here is that most people interviewed reported having unstable housing or unsafe housing of some kind in their previous or home communities.

More needs to be done to ensure individuals living in First Nations communities in Ontario enjoy a better quality of life with access to stable and safe housing, employment, and social services to prevent migration into homelessness in Ontario's urban centres.

Therefore, TBDSSAB requests that the Minister of Municipal Affairs and Housing establish a working table to address migration into homelessness, including the Federal Minister of Indigenous Service and the Federal Minister of Housing and Diversity and Inclusion, to promote adequate housing and support services in Ontario's First Nations communities.



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

Landlord and Tenant Board hearing wait times

POSITION PAPER

January 2023

Rural Ontario Municipalities Association (ROMA) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Doug Downey, Attorney General of Ontario
Hon. Steve Clark, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) calls on the Minister of Municipal Affairs and Housing and the Minister of the Attorney General to address the long Landlord and Tenant Board (LTB) hearing wait times by fast tracking applications from landlords for priority applications related to high-risk issues (crime, behaviour, damages), as these have typically gone through extensive mediation efforts prior to the request for a hearing date.

Summary

The TBDSSAB recognizes that Community Housing is essential for the well being of many low-income individuals and families across Ontario. As such, TBDSSAB staff work to support successful tenancies and avoid evictions by using the parameters set out in our eviction prevention policy. However, attempted interventions aimed at maintaining a tenancy are not always successful. The TBDSSAB does not take the decision to move for an eviction lightly. However, there are situations that arise where eviction is necessary to protect the safety of other tenants, to avoid further damage to properties and to avoid stigmatizing Community Housing as a place that is unsafe or undesirable.

Background

Since January 1, 2021, the TBDSSAB has filed 212 applications with the LTB. Of these 212 applications, 124 are related to the non-payment of rent and the remaining 88 are related to interference with reasonable enjoyment resulting from behavioural matters, illegal activities, or violence. In addition, the TBDSSAB has 64 hearings waiting in the queue as of November 2022 to be adjudicated at the LTB.

The LTB is experiencing a backlog of up to 6 months before allocating a hearing date. Delays are expected to be even longer with the recent announcement that the LTB will

be prioritizing applications from landlords asking for above guideline rent increases through to the end of 2022. This backlog is creating greater safety issues for tenants and will result in approximately \$100,000 in lost rent revenue to the TBDSSAB over the 6-month waiting period. This lost revenue becomes an additional burden on the municipal levy.

There is an opportunity to establish a priority system where applications from landlords with high-risk issues are expedited and addressed separately from other applications. This would allow for dedicated time to address high-risk issues impacting landlords, and provide for administrative savings at the LTB by streamlining scheduling and hearings.

Further, the current LTB booking system doesn't cross reference already scheduled appointments with the same landlord and will book two hearings on the same date and time. When the hearings were in person the adjudicator would call one at a time, so the overlap was not an issue. However, recently a TBDSSAB representative had two virtual hearings booked simultaneously and was actively in one hearing when called to the other. The Adjudicator marked the SPM as absent for that hearing. This type of disconnect must be addressed and would be streamlined through a priority system for Community Housing providers. Hearings could be grouped, and conflicts avoided.

With the time delays related to the LTB, the majority of tenants are negatively impacted for a longer period by the actions and activities of high-risk individuals who would otherwise be evicted. This results in a reduction to the quality of life for the majority of tenants in the building, hardens relationships between frustrated tenants and TBDSSAB staff and stigmatizes Community Housing as a less desirable option for housing.

Therefore, TBDSSAB requests that the Minister of Municipal Affairs and Housing and the Minister of the Attorney General address the long Landlord and Tenant Board (LTB) hearing wait times by fast tracking applications from landlords for priority applications related to high-risk issues.



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

Dedicated Support Services for Individuals with an Alcohol Addiction

POSITION PAPER

January 2023

Rural Ontario Municipalities Association (ROMA) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Sylvia Jones, Deputy Premier and Minister of Health

Hon. Michael Tibollo, Associate Minister Mental Health and Addictions, Ministry of Health

Page 1 of 4

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Health provide the financial resources necessary to ensure that the appropriate level of support is available for individuals with alcohol addiction in the District of Thunder Bay.

Summary

The TBDSSAB recognizes and applauds the government of Ontario's supportive approach to addressing mental health and addictions. Recently, a great deal of focus has been placed on the growing opioid and stimulant issue. However, year over year emergency room visits and hospitalizations due to alcohol use outnumber other substances. This impacts tenants of TBDSSAB properties and the homeless population serviced throughout the District of Thunder Bay.

Background

The common use of opioid and stimulant substances has increased over the past decade resulting in a public health crisis, not only in the District of Thunder Bay, but across Ontario. The North in general, and the District of Thunder Bay specifically, has some of the highest rates of Emergency Department visits, hospitalizations, and deaths due to opioid use in Ontario.

However, what is often overlooked is that alcohol use continues to be the substance that leads to the highest number of ConnexOntario contacts for services.

ConnexOntario Contact Reason – January 1, 2021- December 31, 2021ⁱ

Substance	Number of Contactors
Alcohol Use Disorder	209
Stimulant Use Disorder	157
Opioid Use Disorder	54
Polysubstance Use Disorder	42
Cannabis Use Disorder	25
Inhalant Use Disorder	2

The data presented for 2021 above is mirrored in the data back to 2017. In fact, in each year Opioid Use Disorder and Stimulant Use Disorder combined are less than Alcohol Use Disorder.

The District of Thunder Bay also has a very high number of Emergency Department visits attributed to alcohol at a rate significantly higher than the rate for opioids.

ED Visits for conditions entirely attributable to alcohol, crude ratesⁱⁱ

Calendar Year	TBDHU total number of visits	TBDHU crude rate per 100,000 population	ON crude rate per 100,000 population
2017	4,127	2,679.8 per 100,000	585.4 per 100,000
2018	4,419	2,865.0 per 100,000	599.5 per 100,000
2019	4,715	3,052.0 per 100,000	587.0 per 100,000
2020	4,222	2,729.9 per 100,000	509.4 per 100,000

Each year from 2017-2022, the District of Thunder Bay has had the second highest rate of all the Public Health Units in Ontario. To put the numbers into perspective, the 2020 crude rate for Emergency Department visits related to opioids in the District of Thunder Bay was 174.6 per 100,000ⁱⁱⁱ, compared with Emergency Department visits attributed to alcohol with a rate of 2,728.9 per 100,000.

Beyond the individual and family cost of substance use, there is a high fiscal cost as well. In the 2017, *Canadian Substance Use Costs and Harms* report it is noted that substances cost Canadians almost \$46.0 billion, led to over 275,000 hospitalizations, and contributed to the loss of nearly 75,000 lives. Of this total, almost 63% of the costs of substance use were due to alcohol and tobacco with alcohol accounting for \$16.6 billion or 36.2% of the total costs. Additionally, alcohol use accounted for the greatest costs to the criminal justice system at \$2.8 billion or 30.2% of all criminal justice costs.^{iv}

Despite the increasing use of opioids and stimulants and the dangers associated with these substances, alcohol use continues to be a major concern that needs to be addressed through appropriate supports.

regarding nepotism and a policy regarding land disposition.

Therefore, TBDSSAB requests that the Ministry of Health provide the financial resources necessary to ensure that the appropriate level of support is available for individuals with alcohol addiction in the District of Thunder Bay.

ⁱ Extracted from the ConnexOntario Health Services Information Database on August 24, 2022

ⁱⁱ Ontario Agency for Health Protection and Promotion (Public Health Ontario). Snapshots: Alcohol Harms Snapshot [Internet]. Toronto, ON: Queen's Printer for Ontario; 2021 [updated 2021 Dec 1; cited 2022 Sept 1]. Available from: <https://www.publichealthontario.ca/en/data-and-analysis/substanceuse/alcohol-harms>

ⁱⁱⁱ [Interactive Opioid Tool | Public Health Ontario](#)

^{iv} [Canadian Substance Use Costs and Harms \(2015-2017\) \[report\] \(csuch.ca\)](#)



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

DSSAB Legislation and Guidelines

POSITION PAPER

January 2023

Rural Ontario Municipalities Association (ROMA) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Merrilee Fullerton, Minister of Children, Community and Social Services

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) calls on the Ministry of Children, Community and Social Services (MCCSS) to proceed with changes to the DSSAB Act and Regulations and finalize the DSSAB Governance and Accountability Guidelines further to the June 2019 Report of the Expert Advisor.

Summary

The TBDSSAB appreciates the Ministry's history of consulting with DSSABs about possible amendments to the Act and the *2006 Interim Governance and Accountability Guidelines*. However, final changes have yet to be made from the feedback provided by service managers between 2017-2019.

Therefore, TBDSSAB calls on the Minister to consider the Board's recommendations and finalize changes to the DSSAB Act legislation and governance requirements further to the June 2019 report.

Background

In 2017, the Ministry announced that a review of the *DSSAB Act, (1999)* would be undertaken. The review was conducted, with the resulting report from the consultant set aside.

In response to a request for input from the province in 2017, TBDSSAB passed a resolution that included suggested changes (Resolution 2017-82 and resultant

Board Report 2017-55 attached). The recommendations to the Minister contained in the resolution included the need to update the legislation and DSSAB Governance and Accountability Guidelines, provide greater clarity on the services that DSSABs can deliver and to define whether DSSABs have the ability to exceed legislated or regulated cost sharing formulae.

A further review process was completed by the Ministry in 2019 with a Report of the Expert Advisor to MCCSS completed in June 2019. DSSABs were advised by MCCSS in December 2019 that work would be done in 2020 to “finalize the DSSAB Accountability and Governance guidelines and explore other opportunities to support transparency and accountability of the Boards and ensure they are supported and functioning well.”

It is understood that due to the COVID-19 pandemic, certain activities needed to be deferred. With the return to a more normal working environment, it is time to move forward with changes to the legislation and guidelines.

Since the inception of TBDSSAB there have been concerns raised by its member municipalities regarding the provision of funding for programs and/or requests that they consider to be beyond the scope of a DSSAB.

The DSSAB Act outlines responsibility for the delivery of the Ontario Works program and childcare, but the only reference to social housing is to the requirement to make payments under the Social Housing Funding Act, 1997. One must refer to the *Housing Services Act, 2011* to determine DSSABs responsibilities for Social Housing. It may be appropriate to identify each mandated program in the revised DSSAB Act, and to further identify any programs that DSSABs *may* provide.

Although the *Municipal Act, 2001* does not apply in its entirety to DSSABs, there are a few references to DSSABs in that Act. It would be administratively less cumbersome if those references were removed from the Municipal Act and included instead in the revised DSSAB Act and/or Regulations to the DSSAB Act. For example, Section 270 of the Municipal Act, 2001 requires that DSSABs have a purchasing policy, a policy regarding nepotism and a policy regarding land disposition.

Therefore, TBDSSAB calls on the Minister to proceed with changes to the DSSAB Act and Regulations and finalize the DSSAB Governance and Accountability Guidelines further to the June 2019 Report of the Expert Advisor.



BOARD REPORT

REPORT No.: 2022-73

MEETING DATE: NOVEMBER 17, 2022

SUBJECT: QUARTERLY STRATEGIC PLAN UPDATE

RECOMMENDATION

THAT with respect to Report No. 2022-73 (Chief Administrative Officer Division), we, The District of Thunder Bay Social Services Administration Board, receive the 2023 Strategic Plan – 2022 Third Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the quarterly update on the Strategic Plan 2023 (the Plan) progress as at September 30, 2022.

BACKGROUND

The Board approved the Plan on October 17, 2019 by Resolution 19/94. As per Board consensus, a Report is to be presented by the Chief Administrative Officer within 60 days of each quarter-end, during the term of the Plan, to identify the progress made in the previous quarter.

COMMENTS

The Strategic Plan includes 9 Strategies and 47 total Objectives under 3 Strategic Directions for 2020-2023. The attached table outlines the progress on objectives in progress or completed this quarter, including items carried over from 2020.

As of September 30, 2022, the overall progress on the 2020-2023 strategic plan is 80%.

1. Strategic Direction #1: Investment – 81% progress
There are 3 strategies and 15 total objectives under Strategic Direction 1. Of those 15 objectives, 9 objectives have been completed and 5 are in progress.

2. Strategic Direction #2: Partnerships – 70% progress
There are 3 strategies and 17 total objectives under Strategic Direction 2. Of those 17 objectives, 6 have been completed and 9 are in progress.
3. Strategic Direction #3: Advocacy – 91% progress
There are 3 strategies and 15 total objectives under Strategic Direction 2. Of those 15 objectives, 12 have been completed and 3 are in progress.

STRATEGIC PLAN IMPACT

This report summarizes progress made toward the 2023 Strategic Plan objectives.

FINANCIAL IMPLICATIONS



There are no financial implications related to this report.

CONCLUSION

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

REFERENCE MATERIALS

Attachment #1 [Strategic Plan Progress Report as at September 30, 2022](#)

PREPARED BY:	Carole Lem, Communications and Engagement Officer
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
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Overview: 80% progress

Legend: ▶ In Progress ✓ Complete/Objective Met ■ Objective not met

STRATEGIC DIRECTION #1: Investment									81%
Strategy 1: Strengthen responsive internal/external communication	Strategy 2: Develop Staff Skills	Strategy 3: Maximize use of technological equity across communities							
Objectives: 1 2 3 4 5 ✓ ✓ ▶ ▶ ▶	Objectives: 6 7 8 9 ✓ ▶ ✓ ▶	Objectives: 10 11 12 13 14 15 ✓ ✓ ✓ ✓ ✓ ▶							
STRATEGIC DIRECTION #2: Partnerships									70%
Strategy 4: Broaden employment services	Strategy 5: Enhance Indigenous awareness and relations	Strategy 6: Involve and empower effective community partnerships							
Objectives: 16 17 18 19 20 21 22 ✓ ✓ ✓ ■ ▶ ▶ ▶	Objectives: 23 24 25 26 ▶ ▶ ▶ ▶	Objectives: 27 28 29 30 31 32 ▶ ✓ ✓ ✓ ▶ ▶							
STRATEGIC DIRECTION #3: Advocacy									91%
Strategy 7: Improve processes for change	Strategy 8: Develop realistic outcome measures	Strategy 9: Advocate for our local, flexible solutions							
Objectives: 33 34 35 36 37 38 ✓ ✓ ✓ ✓ ✓ ✓	Objectives: 39 40 ✓ ▶	Objectives: 41 42 43 44 45 46 47 ✓ ✓ ▶ ✓ ✓ ✓ ▶							

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Progress Report: September 30, 2022

Strategy 1: Strengthen responsive internal/external communication		
Objective	Status	Notes
3) All department strategy for 2-way communication	In Progress 75%	With delays due to staff changes, implementation has been deferred to Q4, in partnership with Information Services, Human Resources, Communications and all departments.
5) Brand awareness evaluation	In Progress (ahead of schedule) 20%	Brand awareness questions continue to be included in relevant surveys to collect baseline data for the brand awareness evaluation, scheduled for 2023.

Strategy 2: Develop Staff Skills		
Objective	Status	Notes
7) One cross-departmental team and training session completed	In Progress 95%	Cross-departmental training has been implemented; the last session will be completed in Q4.
9) Individual staff training plans	In Progress 95%	New performance review forms approved in 2021 to include individual training needs. Will be complete at the end of the current review cycle, Q4.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Strategy 3: Maximize use of technological equity across communities		
Objective	Status	Notes
15) Long range technology system in place.	In Progress 25%	Strategy discussions have begun in preparation for 2023 completion.

Strategy 4: Broaden Employment Services		
Objective	Status	Notes
20) 600 unique placements in 2022	Some progress 34%	The number of placements has been impacted by lower caseloads in 2022, as well as higher exits to employment. Unique placements as of Sept 30, 2022: 205
21) Employment partnerships with good incentives	In Progress 75%	Employer Incentive Policy approved. Job Development Officer position created and started in Q3. Campaign in development in partnership between ISS and Communications & Engagement, launched in Q3.
22) Provincial average for percentage of caseload exits exceeded	In progress 50%	As of Q3 2022, caseload exits to employment are higher than the provincial average. Work will continue into 2023. Caseload exits in 2022, as at September 30: Provincial Average: 1.11% TBDSSAB Average: 1.3%

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Strategy 5: Enhance Indigenous awareness and relations		
Objective	Status	Notes
23) Situation analysis research on bureaucratic colonial system challenges with inclusion/partnership with community members	In Progress 95%	Working with Indigenous-led consultant organization to help guide/inform TBDSSAB's plan for enhanced Indigenous awareness and relations. The situation analysis research report and recommendations will be presented to the Board in Q4.
24) 5 Board-to-Board formal relationships with Indigenous organizations	In Progress 25%	Recommendations for achieving this objective will be included through the results of the situation analysis report, which will be provided to the Board in Q4.
25) Implementation Plan Based on Findings	In Progress 25%	Situation Analysis Report, to be provided to the Board in Q4, will provide recommendations toward an action plan. With Board approval, a more fulsome implementation plan will be developed.
26) Indigenous Representation on the Board	In Progress 25%	Recommendations for achieving this objective will be included through the results of the situation analysis report, to be provided to the Board in in Q4.

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Strategy 6: Involve and empower effective community partnerships		
Objective	Status	Notes
27) 100 new partnership housing units in 2020	In Progress 98%	Deadline extended to 2022. Significant delay due to COVID-19. Current total: 98 <ul style="list-style-type: none"> • Agreement in place for an additional 7 units in 2022 • 31 additional beds in development 2021/22 • 60 new units in 2020/2021
31) District-wide mental health and addiction services and social services conference	In Progress 95%	Event scheduled for October 4 & 5, 2022. Registration closed at the end of September, with 118 registrants representing 25+ organizations.
32) Mental health and addiction services partnership system in place	In Progress 20%	Over the last few years, progress has been made to increase partnerships with mental health and addictions service partners. Further planning will take place in Q4 to determine next steps, using feedback from the October 4/5, 2022 Forum.

Strategy 7: Improve processes for change		
Objective	Status	Notes
<i>Objectives 33 through 38</i>	<i>Complete 100%</i>	<i>Strategy 7: All objectives complete. Will remove this section from future reports.</i>

The District of Thunder Bay Social Services Administration Board
TBDSSAB Strategic Plan 2023 – Progress Report as at September 30, 2022

Strategy 8: Develop realistic outcome measures		
Objective	Status	Notes
40) Comprehensive report developed of the locally established outcome measures	In Progress 90%	Budget Policy updates were approved by the Board at its September, 2022 meeting to include identification and reporting of performance measures. 2023 Budget Process is being developed to include performance measures to align resource allocation decision making process with identified outcomes.

Strategy 9: Advocate for our local, flexible solutions		
Objective	Status	Notes
43) 2 non-business Board meetings to learn about and discuss local solutions and opportunities.	In progress 50%	Presentation on homelessness prevention made October 2021 Social Assistance (SA) Modernization presentation deferred due to recent provincial pause on SA Modernization. Update report scheduled for Q4.
47) 3 position papers in 2023	In progress (ahead of schedule) 25%	Three position papers planned so far for 2023. To be presented for approval in Q4.