



DATE OF MEETING: MARCH 16, 2023

TIME OF MEETING: 9:00 AM

LOCATION OF MEETING: MICROSOFT TEAMS &
3rd FLOOR MAIN BOARDROOM
TBDSSAB HEADQUARTERS
231 MAY STREET SOUTH
THUNDER BAY, ON

CHAIR: KEN BOSHCOFF

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

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

BOARD MEETING

DISCLOSURES OF INTEREST

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 23/27

THAT with respect to the agendas for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for March 16, 2023, we approve the agendas as printed;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 04/2023 (Regular Session) and Meeting No. 05/2023 (Closed Session) of TBDSSAB, held on February 16, 2023, to be confirmed. **(Pages 8 - 18)**

Resolution No. 23/28

THAT the Minutes of Meeting No. 04/2023 (Regular Session) and Meeting No. 05/2023 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on February 16, 2022, be confirmed.

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information of which a council, board, committee or other body may hold a closed meeting under another statute.

Resolution No. 23/29

THAT the Board adjourn to a closed meeting relative to receipt of information of which a council, board, committee or other body may hold a closed meeting under another statute relative to the Community Housing Priority Projects Canada Ontario Community Housing Initiative funding.

REPORTS OF ADMINISTRATION

2022-23 Community Housing Priority Projects – Canada-Ontario Community Housing Initiative Funding

Report No. 2023CS-03 (Integrated Social Services Division) presented in Closed Session relative to providing the Board with information related to the additional funding allocation provided under the Community Housing Priority Projects. The following resolution is presented to the Board, for consideration.

Resolution No. 23/30

THAT with respect to Report No. 2023CS-03 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session

2022 Environmental Stewardship Initiatives - Update

Report No. 2023-11 (Corporate Services and Integrated Social Services Division) relative to providing the Board with information on initiatives undertaken in 2022 to enhance environmental stewardship across the organization, for information only. **(Pages 19 - 25)**

TBDSSAB 2023 Operating Budget Update

Report No. 2023-12 (Corporate Services Division), relative to providing the Board with the proposed updated 2023 Operating and Capital Budget, reflecting the decrease in COCHI / OPHI funding allocations, for consideration. **(Pages 26 - 32)**

Resolution No. 23/30

THAT with respect to Report No. 2023-12 (Corporate Service Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the proposed updated 2023 TBDSSAB Operating Budget in the amount of \$110,810,400, as presented in Report No. 2023-12.

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

Certificate of Incumbency

Memorandum from Keri Greaves, Manager, Finance (Corporate Services Division) dated February 28, 2023, relative to providing information regarding the requirements for the Certificate of Incumbency, for information only. **(Pages 33 - 35)**

10 Year Housing & Homelessness Plan
Annual Update

Report No. 2023-13 (Integrated Social Services Division) relative to providing the Board with information related to the TBDSSAB 10 Year Housing and Homelessness Plan Annual Progress Report and requesting approval for submission of the report to the Ministry, for consideration. **(Pages 36 - 42)**

Resolution No. 23/31

THAT with respect to Report No. 2023-13 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the TBDSSAB 10 Year Housing and Homelessness Plan Annual Progress Report as presented;

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

Situation Analysis Proposed
Implementation Plan

Report No. 2023-14 (Chief Administrative Officer Division), relative to requesting approval from the Board for the Situation Analysis: Proposed Implementation Plan, identifying proposed action items from the Blue Sky Situation Analysis Report, for consideration. **(Pages 43 - 55)**

Resolution No. 23/32

THAT with respect to Report No. 2023-14 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board, approve the proposed Situation Analysis Implementation plan as presented.

Resolution to Endorse Association of
Municipalities of Ontario's Call to End
Homelessness

Memorandum from Bill Bradica, CAO (Chief Administration Officer Division) dated March 3, 2023, relative to providing Administration's recommendation to endorse the Association of Municipalities of Ontario's call to end homelessness, for consideration. **(Pages 56 - 57)**

Resolution No. 23/33

WHEREAS the homelessness crisis is taking a devastating toll on families and communities, undermining a healthy and prosperous Ontario;

WHEREAS the homelessness crisis is the result of the underinvestment and poor policy choices of successive provincial governments;

WHEREAS homelessness requires a range of housing, social service and health solutions from government;

WHEREAS homelessness is felt most at the level of local government and the residents that they serve;

WHEREAS municipalities and District Social Services Administration Boards are doing their part, but do not have the resources, capacity or tools to address this complex challenge; and,

WHEREAS leadership and urgent action is needed from the provincial government on an emergency basis to develop, resource, and implement a comprehensive plan to prevent, reduce and ultimately end homelessness in Ontario.

THEREFORE BE IT RESOLVED THAT The District of Thunder Bay Social Services Administration Board calls on the Provincial Government to urgently:

- a. Acknowledge that homelessness in Ontario is a social, economic, and health crisis;
- b. Commit to ending homelessness in Ontario;
- c. Work with AMO and a broad range of community, health, Indigenous and economic partners to develop, resource, and implement an action plan to achieve this goal.

AND FURTHER THAT a copy of this motion be sent to the Minister of Municipal Affairs and Housing; the Minister of Children, Community and Social Services; the Minister of Health; the Minister of Indigenous Affairs; the Solicitor General; the Attorney General; local MPPs; Thunder Bay District municipalities; the Northwestern Ontario Municipal Association; the

Ontario Federation of Indigenous Friendship Centres; Anishnabek Nation; Nishnawbe Aski Nation; Grand Council Treaty #3; Metis Nation of Ontario; and to the Association of Municipalities of Ontario.

Northern Ontario Service Deliverers' Association Annual General Meeting Attendance 2023

Memorandum from Bill Bradica, CAO (Chief Administration Officer Division) dated February 28, 2023, relative to requesting appointment of voting members and additional delegates to attend the NOSDA 2023 AGM, for consideration. **(Pages 58 - 59)**

Resolution No. 23/34

THAT with respect to the Northern Ontario Service Deliverers Association 2023 Annual General Meeting, to be held on June 20, 21, 22, 2023, in Thunder Bay, Ontario, the following Members of the Board are selected to attend as voting delegates:

- 1. Ken Boshcoff
- 2. Meghan Chomut

AND THAT in the event that the above Board Members are unable to attend the following Members will be contacted to attend as voting delegates in their place:

- 1. _____
- 2. _____

AND THAT the following Members of the Board are selected to attend as non-voting delegates:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____
- 6. _____”

TBDHC 17th Annual Shareholder's Meeting – Confirmation of Proxy

Memorandum from Bill Bradica, CAO (Chief Administration Officer Division) dated February 28, 2023, relative to appointment a Board Member as proxy for the 2023 TBDHC Shareholders meeting, for consideration. **(Page 60)**

Resolution No. 23/35

THAT with respect to the Thunder Bay District Housing Corporation (TBDHC) Seventeenth Annual Shareholder's Meeting, to be held on April 20, 2023 at The District of Thunder Bay Social Services Administration Board Headquarters, we The District of Thunder Bay Social Services Administration Board appoint Board Chair, Ken Boshcoff, to be the designated Proxy or failing him, Board Vice-Chair, Meghan Chomut.

CORRESPONDENCE

Email enclosing Resolution from Manitoulin Sudbury requesting endorsement of Res 23-13 regarding child care workforce shortage, for information only. **(Pages 61 - 62)**

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, March 16, 2023, via Microsoft Teams and in the 3rd Floor Main Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT

Resolution No. 23/36

THAT Board Meeting No. 06/2023 of The District of Thunder Bay Social Services Administration Board, held on March 16, 2023, be adjourned at a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 04/2023
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: February 16, 2023

TIME OF MEETING: 9:02 a.m.

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

CHAIR: Ken Boshcoff

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Meghan Chomut
Nancy Gladun
Greg Johnson
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Mark Thibert
Jim Vezina

REGRETS:

Brian Hamilton
Kasey Etreni
Kathleen Lynch

OFFICIALS:

Ken Ranta, Acting CAO & Director, Integrated Social
Services Division
Georgina Daniels, Director, Corporate Services Division
Glenda Flank, Recording Secretary

GUESTS:

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

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BOARD MEETING

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 23/16

Moved by: Greg Johnson
Seconded by: Dominique Pasqualino

THAT with respect to the agendas for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for February 16, 2023, we approve the agendas as printed;

AND THAT we approve any additional information and new business.

CARRIED

At 9:03 a.m. Albert Aiello, Board Member joined the meeting.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 01/2023 (Regular Session) of TBDSSAB, held on January 12, 2023, were presented for confirmation.

Resolution No. 23/17

Moved by: Jim Moffat
Seconded by: Albert Aiello

THAT the Minutes of Meeting No. 01/2023 (Regular Session) of The District of Thunder Bay Social Services Administration Board, held on January 12, 2022, be confirmed.

CARRIED

Minutes of Meeting No. 02/2023 (Regular Session) and Meeting No. 03/2023 (Closed Session) of TBDSSAB, held on January 26, 2023, to be confirmed.

Resolution No. 23/18

Moved by: Nancy Gladun
Seconded by: Anne-Marie Bourgeault

THAT the Minutes of Meeting No. 02/2023 (Regular Session) and Meeting No. 03/2023 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on January 26, 2022, be confirmed.

CARRIED

At 9:04 a.m. Meghan Chomut, Vice Chair joined the meeting.

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the Bertrand Court Regeneration Strategy Update and with respect to the personal matters about an identifiable individual, including members of the Administration regarding the Chief Administrative Officer Performance Review.

Resolution No. 23/19

Moved by: Albert Aiello
Seconded by: Nancy Gladun

THAT the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the Bertrand Court Regeneration Strategy Update and with respect to the personal matters about an identifiable individual, including members of the Administration regarding the Chief Administrative Officer Performance Review.

CARRIED

The meeting reconvened in Regular Session with all Board Members and members of Administration in attendance with the exception of Aaron Park, Supervisor, Research & Social Policy and Louise Piercey, Manager, Child Care & Early Years Programs.

REPORTS OF ADMINISTRATION

Bertrand Court Regeneration Strategy Update

Report No. 2023CS-03 Bertrand Court Regeneration Strategy Update (ISS/CS) was presented in Closed Session providing the Board with information regarding the redevelopment of Bertrand Court. On consensus reached in Closed Session, the following resolution was presented to the Board for consideration.

Resolution No. 23/20

Moved by: Greg Johnsen
Seconded by: Nancy Gladun

THAT with respect to Report No. 2023CS-01 (Corporate Services Division/Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

At 9:37 a.m. Aaron Park, Supervisor, Research & Social Policy joined the meeting.

TBDSSAB Quarterly Operational Report

Report No. 2023-03 (Integrated Social Services Division) was presented to the Board to provide information containing the trends within TBDSSAB programs and services.

Aaron Park, Supervisor, Research & Social Policy provided an overview of the statistics contained in the Operational Report, responded to questions and provided clarification.

Ken Ranta, Acting CAO provided further information and responded to questions.

Social Services Relief Fund Final Update

Report No. 2023-04 (Integrated Social Services Division), was presented to the Board providing a final report regarding TBDSSAB's investments under the Social Services Relief Fund Phases 1 through 5.

Ken Ranta, Acting CAO responded to questions.

At 10:13 a.m. Louise Piercey, Manager, Child Care & Early Years Programs joined the meeting.

Service Manager Consent Policy

Report No. 2023-05 (Integrated Social Services Division), was presented to the Board providing a draft Service Manager Consent Policy for consideration.

Ken Ranta, Acting CAO provided an overview of the policy, advised the Board of the reason the policy was required and responded to questions.

Resolution No. 23/21

Moved by: Elaine Mannisto
Seconded by: Nancy Gladun

THAT with respect to Report No. 2023-05 (Integrated Social Services Division and Corporate Services Division), we The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the draft Service Manager Consent Policy;

AND THAT the Chief Administrative Officer be authorized to amend the Service Manager Consent Policy with respect to housekeeping items, as may be required from time to time.

CARRIED

Canada Wide Early Learning Child Care
Phase 2 Access and Inclusion Framework
and Plan

Report No. 2023-06 (Integrated Social Services Division), was presented to the Board requesting approval of the Canada Wide Early Learning Child Care Access and Inclusion Notional Spaces Plan and approval to submit the Plan to the Ministry of Education.

Louise Piercey, Manager, Child Care & Early Years Programs responded to questions.

Resolution No. 23/22

Moved by: Dominique Pasqualino
Seconded by: Meghan Chomut

THAT with respect to Report No. 2023-06 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (the Board) approve the proposed Canada Wide Early Learning Child Care Phase 2, Access and Inclusion Framework Notional Spaces Plan (Plan), as presented;

AND THAT the Board authorize the Chief Administrative Officer to submit the approved Plan to the Ministry of Education.

CARRIED

At 10:19 a.m. Louise Piercey, Manager, Child Care & Early Years Programs left the meeting.

TBDSSAB Proposed 2023 Operating
and Capital Budget Approval

Report No. 2023-07 (Corporate Services Division), was presented to the Board providing the amended proposed 2023 Operating and Capital Budget for consideration.

Georgina Daniels, Director, Corporate Services Division responded to questions.

Resolution No. 23/23

Moved by: Albert Aiello
Seconded by: Jim Moffat

THAT with respect to Report No. 2023-02 and Report No. 2023-07 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the proposed 2023 Operating Budget in the amount of \$111,446,300, as presented in Report No. 2023-07;

AND THAT we, the Board, approve the proposed 2023 Capital Budget in the amount of \$4,499,000, as presented in Report No. 2023-02, with up to \$3,368,000 financed from the Housing Portfolio Capital Reserve Fund, up to \$106,000 financed from the Office Building Capital Reserve Fund, and up to \$1,025,000 financed from the Canada-Ontario Community Housing Initiative;

AND THAT \$203,000 be transferred from Operations to the Office Building Reserve Fund;

AND THAT up to \$300,000 of transfers to community housing providers, up to \$68,200 of costs related to temporary staff positions, and up to \$28,400 of consulting costs be financed from the Levy Stabilization Reserve Fund;

AND THAT up to \$10,000 of costs related to end of community housing operating agreements be financed from the Community Housing Reserve Fund;

AND THAT \$2,964,400 be transferred from Operations to the Housing Portfolio Capital Reserve Fund, and up to \$550,000 of move-out and restoration repairs be financed from the Housing Portfolio Capital Reserve Fund;

AND THAT any actual income earned on unrestricted funds, in excess of \$300,000, be transferred to the Levy Stabilization Reserve Fund;

AND THAT we approve the reconciliation adjustments for the Budget presentation in the 2023 Audited Financial Statements, as presented in Report No. 2023-07;

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

CARRIED

Weighted Assessment Calculation and Levy Apportionment

Report No. 2023-08 (Corporate Services Division), was presented to the Board providing the 2023 weighted assessment calculation and 2023 levy apportionment.

Strategic Plan Update

Report No. 2023-09 (CAO Division), was presented to the Board providing the quarterly update on the Strategic Plan 2023 progress as at December 31, 2022.

Ken Ranta, Acting CAO responded to questions.

Advocacy & Engagement Annual Update

Report No. 2023-10 (CAO Division), was presented to the Board providing an annual update on advocacy and engagement activities initiated by the Board and/or Administration.

CORRESPONDENCE

Letter from the Hon. Steve Clark, Minister of Municipal Affairs and Housing, dated February 3, 2023 relative to the funding allocations for Housing and Homelessness Prevention Programs was presented to the Board.

Ken Ranta, Acting CAO provided a brief overview of the correspondence received and responded to questions.

BY-LAWS

First and Final Reading

Resolution No. 23/24

Moved by: Elaine Mannisto

Seconded by: Albert Aiello

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

A By-law to repeal and replace By-law #02-2017 Direct Owned Housing Portfolio Capital Replacement Reserve Fund, and establish the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund, pertaining to supporting the capital needs of the various District of Thunder Bay Social Services Administration Board housing projects.

Explanation: A By-law to establish the Direct-Owned Housing Portfolio Capital Replacement Reserve Fund.

Authorization: Board Meeting 2023February16

BY-LAW NUMBER 01 – 2023

CARRIED

First and Final Reading

Resolution No. 23/25

Moved by: Elaine Mannisto

Seconded by: Albert Aiello

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

A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budget for the year 2023.

Explanation: A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budget for the year 2023.

Authorization: Board Meeting 2023February16

BY-LAW NUMBER 02 – 2023

CARRIED

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, March 16, 2023, at 9:00 a.m. via Microsoft Teams and in the 3rd Floor Main Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT

Resolution No. 23/26

Moved by: Albert Aiello
Seconded by: Elaine Mannisto

THAT Board Meeting No. 04/2023 of The District of Thunder Bay Social Services Administration Board, held on February 16, 2023, be adjourned at 10:40 a.m.

CARRIED

Chair

Chief Administrative Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 05/2023
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: February 16, 2023

TIME OF MEETING: 9:04 a.m.

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

CHAIR: Ken Boshcoff

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Meghan Chomut
Nancy Gladun
Greg Johnson
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Mark Thibert
Jim Vezina

OFFICIALS:

Ken Ranta, Acting, CAO & Director, Integrated Social
Services Division
Georgina Daniels, Director, Corporate Service Division
Glenda Flank, Recording Secretary

GUESTS:

Keri Greaves, Manager, Finance
Marty Farough, Manager Infrastructure & Asset Management
Shari Mackenzie, Acting Manager, Human Resources
Larissa Jones, Communications Assistant

REGRETS:

Brian Hamilton
Kasey Etreni
Kathleen Lynch

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

Bertrand Court Regeneration Strategy Update

Report No. 2023CS-01 (Integrated Social Services and Corporate Services Divisions) was presented providing the Board with an update on the Bertrand Court regeneration plan.

Georgina Daniels, Director, Corporate Services Division provided an overview of the Bertrand Court regeneration project, responded to questions and provided clarification.

At 9:14 a.m. Mark Thibert, Board Member joined the meeting.

Ken Ranta, Acting CAO provided clarification and responded to questions.

On consensus a resolution to be provided in Regular Session for consideration.

At 9:23 a.m. Ken Ranta, Acting CAO, Georgina Daniels Director, Corporate Services Division, Keri Greaves, Manager, Finance, Marty Farough, Manager, Infrastructure & Asset Management, Larissa Jones, Communications Assistant and Glenda Flank, Recording Secretary left the meeting.

Chief Administrative Officer 2022 Performance Evaluation

Shari Mackenzie, Acting Manager, Human Resources provided a verbal update on the Chief Administrative Officer performance evaluation required for 2022 and responded to questions.

ADJOURNMENT

Resolution No. 23/CS02

Moved by: Elaine Mannisto
Seconded by: Albert Aiello

THAT the Board (Closed Session) Meeting No. 05/2023 of The District of Thunder Bay Social Services Administration Board, held on February 16, 2023, be adjourned at 9:31 a.m., to reconvene in Open Session to consider the remaining agenda items.

CARRIED

Chair

Chief Administrative Officer



BOARD REPORT

REPORT No.: 2023-11

MEETING DATE: MARCH 16, 2023

SUBJECT: 2022 ENVIRONMENTAL STEWARDSHIP INITIATIVES – UPDATE

RECOMMENDATION

For Information Only.

REPORT SUMMARY

To provide information on initiatives undertaken in 2022 to enhance environmental stewardship across the organization, in keeping with the objective of being an environmentally friendly organization.

BACKGROUND

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

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

COMMENTS

Current and On-going Initiatives

Housing Portfolio Energy Management

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

In addition, energy-efficient products replaced high-energy-usage products to reduce consumption. Several of these projects were supported through energy savings incentive programs provided by Synergy North, Hydro One, Independent Electricity System Operator (IESO) and Enbridge.

Through the Board-approved Year 2022 Capital Budget, twenty-one projects were identified with an environmental stewardship lens. Attachment #1 outlines the list of projects completed in 2022.

The most significant projects in 2022 included:

1. The installation of domestic hot water infrastructure at Assef Court to provide more efficient and effective domestic hot water production, while reducing energy costs and lowering the carbon dioxide emissions;
2. The replacement of fifteen exterior windows at Wadsworth Crescent (Nipigon) to increase the energy efficiency and decrease the heat loss of older windows;
3. The upgrade to LED light fixtures throughout all units at McIvor Court to achieve improved energy efficiency, visibility and aesthetics.

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

Paper Reduction Initiative

Significant efforts were undertaken over the past four years across the organization to reduce the amount of paper produced, printed, and distributed. In addition to previous advancements made to reduce paper, the following processes were finalized in 2022 which further aided in the achievement of the paper reduction goal:

- Continued digitizing applications for Housing Security Funds, Social Services Relief Fund Housing Arrears program, and Reaching Home applications;
- Continued marketing of the Ontario Works (OW) My Benefit application for two-way communication between the client and the caseworker by establishing plans to reduce the required paper intake for these programs;
- Enhanced paperless processes for those OW clients who are active in My Benefits, as they have stopped receiving the following paper documents by mail if their preference is to go paperless:
 - statement of assistance
 - reporting forms
 - cheque inserts.
- Eliminated the Social Assistance printed dental cards, in favour of online approvals;
- Implemented electronic formats for human resources recruitment files;
- Moved to web based and e-recruiting formats, and no longer using local paper media formats for recruitment processes;
- Continued paperless processes for child care files; and
- Digitizing the Community Housing application form, to be pilot tested in 2023.

TBDSSAB paper purchases have been steadily declining since the start of these initiatives approximately four years ago. In 2019, TBDSSAB purchased 1,155,000 pieces of paper; in 2022, actual paper purchases totaled 737,500, with savings of \$3,911.

Community Gardens

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

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

Neighbourhood Cleaning and Recycling

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

Additionally, recycling programs were previously established and continue to be maintained at 100% of TBDSSAB's apartment-style buildings accounting for 70% of the housing portfolio's units, with education and supports provided to encourage involvement.

Information Services Equipment Consolidation

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

Another initiative was the move from Microsoft Exchange on Premise to Microsoft Exchange Online. Prior to this, TBDSSAB email was hosted onsite, using six virtual servers. Although virtual servers do not use as much power as physical servers, each virtual server takes processing power to run, thus using electricity. By moving TBDSSAB email to Microsoft Online, the number of virtual servers was reduced by five, from seven to two.

The benefit of these projects continues, as energy consumption continues at reduced level (approximately 50% from the usage levels prior to the implementation of these initiatives). Cost avoidance is anticipated to continue. TBDSSAB's current infrastructure is scheduled to be replaced in Q2 of 2023, with equipment that further reduces energy consumption and cooling requirements.

Accounts Payable Process Modernization

In 2022, Administration developed and implemented processes to make the accounts payable function virtually paperless. This enhancement will save approximately 15,000-20,000 sheets of paper from being printed, and ten archive boxes from being stored off-site, as well as the time required to maintain the paper-based process.

Purchasing Policy

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

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

Personal Protective Equipment Waste

During the pandemic, and in accordance with public health directives, TBDSSAB supplied masks for staff and clients attending to the Headquarters Office Building. With the move to using only surgical masks in 2021, TBDSSAB joined a waste diversion program to ensure appropriate disposal of used masks. In 2021, TBDSSAB had collected 10 lbs of single use surgical masks that was appropriately disposed of and diverted from the landfill sites; that amount increased to 33 lbs for 2022.

Single Use Plastics

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

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

Environmental Stewardship Plan

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

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

TBDSSAB Staff Newsletter

In 2021, the monthly staff newsletter included an environmental stewardship section to enhance information sharing and awareness relative to the environmental stewardship initiatives across the organization. This continued in 2022.

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS

Capital Costs – Housing Portfolio

The capital projects included within the Housing Portfolio were included in the Board approved Capital Budget which is financed from the Housing Portfolio Capital Reserve Fund.

Operating Costs

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

- Capital projects' priority is to enhance the efficiency and effectiveness of utility usage across the housing portfolio by reducing energy waste and thereby positively impacting utility costs. Utility costs remain one of the largest operating expenses TBDSSAB incurs within its housing portfolio. Natural gas and electricity amounted to \$2,473,834 in 2022 (2021: \$2,105,079), which accounts for approximately 14% of the operating costs of the housing portfolio. Although utility costs are not totally controllable, it is anticipated that the green, environmentally friendly initiatives will support cost avoidance by controlling the rise of utility consumption (by reducing energy waste) as unit costs for utilities continue to rise.
- The decrease in paper purchased has resulted in savings of approximately \$3,911.
- Using the energy monitor installed in TBDSSAB's server room to measure energy usage, the reduction and consolidation of Information Services networking and computer equipment resulted in an estimated reduction in electricity costs from \$985 to \$505 per month, a savings of approximately \$5,500 annually.

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



CONCLUSION

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

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

REFERENCE MATERIALS

Attachment #1 [2022 Environmental Stewardship Initiatives Listing](#)

<p>PREPARED BY:</p>	<p>Jennifer Lible, Manager, Social Assistance Programs Crystal Simeoni, Manager, Housing Programs Brian Burns, Manager, Information Services Keri Greaves, Manager, Finance Dave Stewart, Supervisor Purchasing and Inventory Control Michelle Wojciechowski, Manager, Intake and Eligibility Marty Farough, Manager, Infrastructure and Asset Management</p>
<p>SIGNATURE</p>	
<p>APPROVED BY</p>	<p>Ken Ranta, Director, Integrated Social Services Division Georgina Daniels, FCPA, FCA, Director, Corporate Services Division</p>
<p>SIGNATURE</p>	
<p>SUBMITTED BY:</p>	<p>William (Bill) Bradica, Chief Administrative Officer</p>

The District of Thunder Bay Social Services Administration Board
2022 Environmental Stewardship Initiatives - List of Completed Capital Projects

	Project Name	Description	Actual Project Cost (\$)
1	Assef Court, Thunder Bay	Domestic Hot Water: Replacement of two gas-fired water heaters and two (2) domestic water storage tanks. New domestic water heating system will achieve improved energy efficiency and reliability.	71,191
2	Mclvor Court, Thunder Bay	LED lighting: Replacement of interior lighting throughout the units, transitioning from incandescent light fixtures to LED lighting.	27,358
3	Jasper Place, Thunder Bay	Make Up Air: Replacement of the existing make-up air system, which was original to the building construction. The new make up air system will achieve improved indoor air quality and energy efficiency.	129,026
4	Wadsworth, Nipigon	Windows: Replacement of fifteen (15) exterior windows. Existing windows were original to the building construction. The new windows will achieve greater energy efficiency and building comfort.	18,745
5	Limbrick, Thunder Bay	Sump Pump Replacement: Replacement of twenty two (22) sump pumps. Replacement will achieve improved stormwater drainage and mitigate potential flooding issues.	4,997
			\$ 251,317



BOARD REPORT

REPORT No.: 2023-12

MEETING DATE: MARCH 16, 2023

SUBJECT: TBDSSAB 2023 OPERATING BUDGET UPDATE

RECOMMENDATION

THAT with respect to Report No. 2023-12 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the proposed updated 2023 TBDSSAB Operating Budget in the amount of \$110,810,400, as presented in Report No. 2023-12;

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

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the proposed updated 2023 Operating and Capital Budget, reflecting the decrease in Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI) funding allocations, for the Board's review and approval.

The proposed updated 2023 TBDSSAB Operating Budget, as presented (Attachment #1), totals \$110,810,400, a decrease of \$635,900 compared to the 2023 TBDSSAB Operating Budget approved at the February 16, 2023, Board Meeting. There would be no impact on the Board-approved Municipal and Territories Without Municipal Organization (TWOMO) Levy.

BACKGROUND

The Board approved the 2023 TBDSSAB Operating and Capital Budgets at the February 16, 2023, Board Meeting.

On February 3, 2023, the Ministry of Municipal Affairs and Housing (MMAH) provided a letter to TBDSSAB outlining the 2023-24 and 2024-25 funding allocations for the Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), Homelessness Prevention Program (HPP) and Canada-Ontario Housing Benefit (COHB).

COMMENTS

COCHI funding is used to repair, regenerate, and expand community housing and protect affordability support for tenants. Since its launch in 2019-20, COCHI funding allocations have replaced the declining federal Social Housing Agreement funding to maintain federal social housing investments at 2018-19 levels. Based on this funding model, the anticipated COCHI allocations were \$3,711,324 for 2023-24 and \$4,653,455 for 2023-24. However, the MMAH letter indicates the allocations will be significantly less (\$3,134,000 in 2023-24 and \$3,351,900 in 2024-25). At the time of writing this Report, no explanation for this funding decrease has been provided.

OPHI funding is used to create new affordable housing, community housing repair, rental assistance, tenant supports, and affordable homeownership. TBDSSAB's initial OPHI planning allocation was \$1,237,400 for 2019-20, \$641,100 for 2020-21, and \$998,000 for 2021-22. The 2022-23 allocation was \$909,900 and a similar allocation was anticipated for 2023-24. However, the MMAH letter indicates the allocations will be lower (\$822,500 for 2023-24 and \$793,600 for 2024-25). At the time of writing this Report, no explanation for this funding decrease has been provided.

The HPP was created in 2022 by consolidating the Community Homelessness Prevention Initiative (CHPI), Home For Good, and Strong Communities Rent Supplement programs to support homelessness prevention and supportive housing activities. According to the MMAH letter, the 2023-24 HPP allocations are under review but will not decrease from the 2022-23 amount (\$5,567,400). At this time, there is no impact on the 2023 TBDSSAB Operating Budget.

The COHB is a portable housing benefit administered directly by the Province. TBDSSAB earns a small administrative fee (\$250 per approved application) to enroll participants into the program. The 2023-24 COHB funding allocation of \$385,100 (2022-23: \$502,400) represents the amount of funding available to enroll new participants in the program for the fiscal year. There is no impact on the 2023 TBDSSAB Operating Budget.

Administration recommends the 2023 TBDSSAB Operating Budget be updated to reflect the decrease in COCHI and OPHI funding allocations.

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

The approved 2023 TBDSSAB Operating Budget totals \$111,446,300 and includes a Municipal and TWOMO Levy of \$24,330,500. The impact of the COCHI and OPHI funding reductions would result in an overall decrease to the 2023 TBDSSAB Operating Budget of \$635,900 (\$548,500 COCHI and \$87,400 OPHI).



The proposed updated 2023 TBDSSAB Operating Budget would total \$110,810,400. Since COCHI and OPHI are Federally/Provincially funded, the Municipal and TWOMO levy would remain at \$24,330,500.

CONCLUSION

It is concluded that the proposed updated 2023 TBSSAB Operating Budget of \$110,810,400 reflects the funding reductions for COCHI and OPHI and should be approved.

REFERENCE MATERIALS

Attachment #1 [TBDSSAB Operating Budget Summary by Program – Updated](#)

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

The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program - Updated

	Board			Office of Chief Administrative Officer		
	2021 Bud	2022 Bud	2023 Bud	2021 Bud	2022 Bud	2023 Bud
Financing						
Levy to municipalities and TWOMO	-	-	-	-	-	-
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	-	-	-	-	-	-
From (to) reserve funds	-	-	28,400	-	-	-
Imputed rent adjustment	-	-	-	-	-	-
Total Financing	-	-	28,400	-	-	-
Expenditures						
Personnel services	53,400	53,400	55,900	1,000,600	1,004,500	1,041,400
Interest on long-term debt	-	-	-	-	-	-
Materials	56,500	55,300	56,700	173,900	152,600	157,800
Contracted services	6,000	5,000	30,000	81,300	75,300	75,300
Rents and financial expenses	-	-	-	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	-	-	-	-	-	-
Allocation of internal admin	(115,900)	(113,700)	(114,200)	(1,255,800)	(1,232,400)	(1,274,500)
Imputed rent recovery	-	-	-	-	-	-
Total Expenditures	-	-	28,400	-	-	-
Excess (Deficiency) of Revenues Over Expenses	-	-	-	-	-	-

The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program - Updated

	Corporate Services			Integrated Social Services Program Support		
	2021 Bud	2022 Bud	2023 Bud	2021 Bud	2022 Bud	2023 Bud
Financing						
Levy to municipalities and TWOMO	(100,000)	(100,000)	(300,000)	-	-	-
Income on unrestricted funds	100,000	100,000	300,000	-	-	-
Income on restricted funds	465,600	722,600	722,600	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	-	-	-	-	-	-
Federal grants	-	-	-	-	-	-
Other revenue	21,400	5,000	3,500	53,700	-	35,000
From (to) reserve funds	(625,800)	(921,700)	(925,600)	-	-	-
Imputed rent adjustment	(184,900)	(212,600)	(243,300)	-	-	-
Total Financing	(323,700)	(406,700)	(442,800)	53,700	-	35,000
Expenditures						
Personnel services	2,776,900	2,703,600	2,790,000	2,266,200	2,214,800	2,244,200
Interest on long-term debt	107,300	98,400	81,600	-	-	-
Materials	1,680,200	1,696,500	1,718,700	65,100	56,200	53,400
Contracted services	85,300	89,600	56,700	10,000	-	-
Rents and financial expenses	16,600	13,500	13,500	-	-	-
External transfers	-	-	-	-	-	-
Repayment of long-term debt	288,000	297,000	306,000	-	-	-
Program administration recovery	(68,900)	20,100	20,400	(474,700)	(287,300)	(301,000)
Allocation of internal admin	(3,828,700)	(3,931,500)	(4,021,900)	(1,812,900)	(1,983,700)	(1,961,600)
Imputed rent recovery	(1,380,400)	(1,393,900)	(1,407,800)	-	-	-
Total Expenditures	(323,700)	(406,700)	(442,800)	53,700	-	35,000
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program - Updated

	Social Assistance			Child Care and Early Years Programs		
	2021 Bud	2022 Bud	2023 Bud	2021 Bud	2022 Bud	2023 Bud
Financing						
Levy to municipalities and TWOMO	3,710,000	3,688,900	3,667,600	1,725,700	1,675,100	1,271,500
Income on unrestricted funds	-	-	-	-	-	-
Income on restricted funds	-	-	-	-	-	-
Rents	-	-	-	-	-	-
Provincial grants	32,921,600	30,244,700	30,748,700	15,669,100	15,454,400	15,503,200
Federal grants	-	-	-	662,800	1,995,200	11,089,400
Other revenue	-	-	-	-	-	-
From (to) reserve funds	49,300	-	-	-	-	-
Imputed rent adjustment	125,700	146,700	167,900	11,100	10,600	12,100
Total Financing	36,806,600	34,080,300	34,584,200	18,068,700	19,135,300	27,876,200
Expenditures						
Personnel services	3,910,800	3,957,100	4,077,900	426,900	437,800	457,600
Interest on long-term debt	-	-	-	-	-	-
Materials	738,100	552,700	523,900	41,900	36,800	42,500
Contracted services	10,000	10,000	5,000	1,000	1,000	1,000
Rents and financial expenses	118,200	112,800	107,400	-	-	-
External transfers	27,383,100	24,678,200	24,929,100	16,620,100	17,937,200	26,583,400
Repayment of long-term debt	-	-	-	-	-	-
Program administration recovery	6,200	6,400	237,000	167,000	-	-
Allocation of internal admin	3,701,500	3,801,300	3,732,500	729,000	652,800	721,300
Imputed rent recovery	938,700	961,800	971,400	82,800	69,700	70,400
Total Expenditures	36,806,600	34,080,300	34,584,200	18,068,700	19,135,300	27,876,200
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-

The District of Thunder Bay Social Services Administration Board Operating Budget Summary by Program - Updated

	Community Housing and Homelessness Programs			Total		
	2021 Bud	2022 Bud	2023 Bud	2021 Bud	2022 Bud	2023 Bud
Financing						
Levy to municipalities and TWOMO	17,356,100	17,790,300	19,691,400	22,691,800	23,054,300	24,330,500
Income on unrestricted funds	-	-	-	100,000	100,000	300,000
Income on restricted funds	-	-	-	465,600	722,600	722,600
Rents	10,925,900	11,102,100	11,410,200	10,925,900	11,102,100	11,410,200
Provincial grants	8,043,200	8,899,200	7,781,000	56,633,900	54,598,300	54,032,900
Federal grants	10,217,900	10,095,000	11,480,900	10,880,700	12,090,200	22,570,300
Other revenue	342,600	407,200	338,800	417,700	412,200	377,300
From (to) reserve funds	(2,257,000)	(2,055,400)	(2,036,200)	(2,833,500)	(2,977,100)	(2,933,400)
Imputed rent adjustment	48,100	55,300	63,300	-	-	-
Total Financing	44,676,800	46,293,700	48,729,400	99,282,100	99,102,600	110,810,400
Expenditures						
Personnel services	3,823,100	3,799,700	4,200,700	14,257,900	14,170,900	14,867,700
Interest on long-term debt	241,100	187,700	145,100	348,400	286,100	226,700
Materials	15,267,500	15,362,800	18,889,700	18,023,200	17,912,900	21,442,700
Contracted services	24,000	80,000	30,000	217,600	260,900	198,000
Rents and financial expenses	68,000	68,000	9,600	202,800	194,300	130,500
External transfers	19,531,100	21,121,900	20,080,400	63,534,300	63,737,300	71,592,900
Repayment of long-term debt	2,409,900	2,243,200	2,045,900	2,697,900	2,540,200	2,351,900
Program administration recovery	370,400	260,800	43,600	-	-	-
Allocation of internal admin	2,582,800	2,807,200	2,918,400	-	-	-
Imputed rent recovery	358,900	362,400	366,000	-	-	-
Total Expenditures	44,676,800	46,293,700	48,729,400	99,282,100	99,102,600	110,810,400
Excess (deficiency) of Revenues over expenses	-	-	-	-	-	-



Memorandum

Date: February 28, 2023
To: Members of the Board
From: Keri Greaves, CPA, CMA, Manager, Finance
Subject: **Certificate of Incumbency**

As a result of the various revisions to the *Proceeds of Crime (Money Laundering) and Terrorist Financing Act*, and its regulations, the province and certain financial institutions require additional information for lending activities, including mortgage renewal.

This additional information includes a Certificate of Incumbency which certifies the names and signatures of TBDSSAB's duly elected or appointed officers and directors. The attached Certificate of Incumbency must be signed by each Board Member. The completed document will be provided to the Ministry of Municipal Affairs and Housing or financial institution as part of the mortgage renewal process, and any other lending activity as required.

Sincerely,

Keri Greaves, CPA, CMA
Manager, Finance

Attachment #1 [Certificate of Incumbency](#)



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

CERTIFICATE OF INCUMBENCY

TO:

WE, KEN BOSHCOFF and WILLIAM BRADICA, the undersigned Board Chair and Chief Administrative Officer respectively, of The District of Thunder Bay Social Services Administration Board, (hereinafter referred to as the "Corporation", hereby certify the following to be duly elected or appointed officers and directors of the Corporation and the respective genuine signatures of each, as of the date hereof, opposite his/her name:

DIRECTORS

AIELLO, Albert	_____
BOSHCOFF, Ken	_____
BOURGEAULT, Anne-Marie	_____
CHOMUT, Meghan	_____
ETRENI, Kasey	_____
GLADUN, Nancy	_____
HAMILTON, Brian	_____
JOHNSEN, Greg	_____
LYNCH, Kathleen	_____
MANNISTO, Elaine	_____
MOFFAT, Jim	_____
PASQUALINO, Dominic	_____
THIBERT, Mark	_____
VEZINA, Jim	_____

OFFICERS

CHAIR
BOSHCOFF, Ken _____

VICE-CHAIR
CHOMUT, Meghan _____

CHIEF ADMINISTRATIVE OFFICER
BRADICA, William (Bill) _____

DATED at Thunder Bay this _____ day of _____, 2023.

THE DISTRICT OF THUNDER BAY SOCIAL
SERVICED ADMINISTRATION BOARD

Per: _____
Name: Ken Boshcoff
Title: Chair

Per: _____
Name: William Bradica
Title: Chief Administrative Officer

We have the Authority to bind the Corporation



BOARD REPORT

REPORT No.: 2023-13

MEETING DATE: MARCH 16, 2023

SUBJECT: 10 YEAR HOUSING AND HOMELESSNESS PLAN ANNUAL UPDATE

RECOMMENDATION

THAT with respect to Report No. 2023-13 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the TBDSSAB 10 Year Housing and Homelessness Plan Annual Progress Report as presented;

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

REPORT SUMMARY

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

BACKGROUND

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

COMMENTS

TBDSSAB Administration completes an Annual Progress Report (Attachment #1) to demonstrate the achievements and progress made towards the recommendations over the past year and within the 10 Year Housing and Homelessness Plan as a whole.

TBDSSAB is responsible to report to the public and to MMAH annually on the progress made towards achieving the goals outlined within the 10 Year Housing and Homelessness Plan. Additionally, the report will be posted on the TBDSSAB website notifying the public of the progress made.

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

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

STRATEGIC PLAN IMPACT

This report supports the Strategic Plan vision of establishing flexible, inclusive services through the management of relevant diverse housing. Actions related to the 10 Year Housing and Homelessness Plan will continue to support the Strategic Plan.

This report meets the Board's 2020-2023 strategic direction of Advocacy, particularly the strategy to advocate for local, flexible solutions.

FINANCIAL IMPLICATIONS



There are no financial implications related to this report.

CONCLUSION

It is concluded that this report provides the Board with information related to the progress and status of the TBDSSAB 10 Year Housing and Homelessness Plan.

REFERENCE MATERIALS

Attachment #1 [Under One Roof: Housing and Homelessness Plan Update and Recommendations](#)

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

UNDER ONE ROOF: HOUSING AND HOMELESSNESS PLAN UPDATE AND RECOMMENDATIONS REPORT (2022)

ADVOCACY

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
1.4	Advocate for the legal ability to retain the disposition restrictions registered on title post mortgage maturity and operating agreement expiry.	Integrated Social Services Corporate Services CAO's Office	Board/CAO to take issue to NOSDA and to Federal and Provincial representatives	Complete: The Ministry of Municipal Affairs & Housing is reviewing post agreement Regulations. TBDSSAB is represented at the technical review table.
1.5	Advocate for changes to the <i>Residential Tenancies Act</i> to enable victims of abuse to remain in their units and to allow for the eviction of the abuser.	Integrated Social Services CAO's Office	Board/CAO to take issue to NOSDA and to Minister/Deputy Minister	Adjusted/Complete: After further research the direction was to move towards a more local approach and work with the VAW shelters to support those impacted by abuse.
1.8	Advocate to reclassify social housing properties as exempt from property taxes (provincial exempt properties), which would be paid by the province as a Payment in Lieu.	Integrated Social Services Corporate Services CAO's Office	Board/CAO to take issue to NOSDA and to Minister/Deputy Minister	Eliminate: This recommendation would require broad provincial Service Manager support. Exploration across the province shows little movement for position support, eliminating this recommendation.

RENT GEARED TO INCOME AND RENT SUPPLEMENT

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
2.6	Expand the number of individuals and families receiving the Portable Housing Benefit (PHB) to achieve the established Service Level Standards for the District of Thunder Bay.	Integrated Social Services	Work with current SH waitlist applicants to encourage Portable Housing Benefits	Ongoing: Started January 1, 2020 with program enhancements to promote PHB. Continued to grow in 2022 with a total of 173 households enrolled. To be combined with Rent Supplements (below) to attain overall growth.
2.7	Expand the number of Private Landlord Rent Supplement units to achieve the established Service Level Standards (SLS) for the District of Thunder Bay.	Integrated Social Services	Outreach to Private Market Landlords to contract units for rent geared to income housing	Ongoing - Started January 1, 2020 and will continue until SLS achieved. To be combined with Portable Housing Benefits (above) to attain overall growth.

IMPROVED SUSTAINABILITY OF THE EXISTING HOUSING STOCK

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
3.2	Revise language to suggest that the TBDSSAB work with non-profit providers to support local bulk purchasing opportunities, i.e., through the Lakehead Purchasing Consortium (LPC), OECM, Ministry of Government Services, to achieve the desired outcome of the most effective purchasing processes and related cost avoidance opportunities.	Integrated Social Services Corporate Services	TBD	Adjusted/Complete: This option was researched but due to enrollment costs would not be viable to non-profit providers. Non-profit providers cannot fall under TBDSSAB's membership in these purchasing processes.
3.3	Work with the Housing Services Corporation and housing providers to develop preventative maintenance plans to be implemented by housing providers and that preventative maintenance plans be mandatory for any provider requesting additional capital or subsidies.	Integrated Social Services	Complete a TBDSSAB policy/procedure. Make this part of the NFP Annual Review	Commenced: Annual review process includes detail on maintenance plans and reviews to ensure plans are followed. 2023 BCA's to be completed and will form the baseline for future maintenance plans.
3.7	Work in partnership with Not-for-Profit social housing providers and the Housing Services Corporation to ensure stable, viable projects at the expiry of Operating Agreements.	Integrated Social Services Corporate Services	Review projections for the stability of projects at the expiry of mortgage Discuss options with NFP providers. Training sessions offered to NFP providers by HSC	Ongoing: Started January 1, 2019. Meetings with NFP providers, facilitated by HSC, to understand responsibilities at expiry. New provincial guidelines released in 2022. Working on new agreements for 2023 completion.
3.8	Utilize COCHI and OPHI funding to address the capital repair requirements of the Not-for-Profit Housing Providers.	Integrated Social Services	Assess applications for capital repair funding to recommend most viable applications	Ongoing: Started September 1, 2019. COCHI funding used to support renovations of NFP providers and TBDSSAB properties. 2022 5-year capital plans requested. 2023 COCHI funding primarily allocated to NFP's.
3.9	Explore opportunities for the development of a Community Land Trust in the District of Thunder Bay.	Integrated Social Services	Research Community Land Trust (CLT)	Adjusted/Complete: Participated in discussions with BC Cooperative Housing Federation to gain experience. TBDSSAB hosted a presentation by BC CLT for the housing provider community in our service area. Lack of interest suggest removal of this recommendation at this time.

PARTICIPATE IN SUPPORTIVE HOUSING SOLUTIONS

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
4.2	Work with the NWLHIN to create an aging in place plan for residents living in social housing funded by TBDSSAB.	Integrated Social Services CAO's Office	Meet with NWLHIN to explore possibility of a joint plan	Adjusted/Completed: Government disbanded LHIN structure. New Ontario Health Team formed in the District of Thunder Bay. TBDSSAB staff moved to a case-by-case tenant plan approach to supporting tenants seeking to age in place with appropriate supports.

ADDRESS HOMELESSNESS

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
5.11	Continue to expand the High Needs Homeless/Housing First System.	Integrated Social Services	Collaborate with NWLHIN	Ongoing: Provided housing to 265 HNH applicants from 2018 through 2021. In 2022 another 62 housed.
5.12	Explore opportunities to establish research partnerships to determine causes of migratory and transient homelessness to inform the development of adequate social policy intervention.	Integrated Social Services CAO's Office	Work with partners to establish a research project	Completed: Worked with Lakehead University on a research project related to homelessness. Results shared publicly in October 2022.

IMPROVED CLIENT SERVICES

#	RECOMMENDATION	RESPONSIBILITY	TASK	STATUS
6.3	Consider having TBDSSAB staff perform RGI rent calculations for housing providers under administration by the TBDSSAB.	Integrated Social Services	Research the time it would take staff Discuss this option with NFP housing providers	Adjusted/Completed: Option reviewed - NFP's have a paid property management system in place that would be impacted if a change were made. Separation of responsibilities from TBDSSAB would reduce potential risk. Recommendation will not be pursued further at this time.
6.6	Explore options for the expansion of the TBDSSAB Tenant Support Worker (TSW) team.	Integrated Social Services	Secure funding for the addition of TSW positions More advancement at Resource Centres/Community Hubs for tenant and client reach	Complete: Commenced in the fall of 2020. Currently 6 Tenant Support Workers focusing on high need tenants within TBDSSAB properties, connecting individuals with appropriate supports. Regular participation in Resource Centres/Community Hubs.

			More collaboration with community partners to connect tenant and clients with to sustain housing	
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COMPLETED/ONGOING RECOMMENDATIONS

#	RECOMMENDATION - ADVOCACY
1.1	Advocate for an increased share of new and flexible capital funding based on an allocation model that considers northern factors.
1.2	Advocate for the development of a national housing strategy that provides sustained funding for existing and future housing initiatives.
1.3	Advocate for parity in rent scales with the private sector and request an increase to the minimum rent.
1.6	Advocate for increased social assistance shelter rates.
1.7	Lobby the City of Thunder Bay to create a by-law ensuring that all new multi- residential starts include at minimum 20% affordable units.
1.9	Advocate to the Ministry of Children, Community and Social Services to address gaps in the Child Welfare system that lead to youth homelessness.
1.10	Advocate to the Ministry of Health and Long-Term Care and the Ministry of Municipal Affairs and Housing to encourage additional addiction support services.
1.11	Advocate for the continuation of Provincially funded social housing renovation investment programs.
#	RECOMMENDATION – RENT GEARED TO INCOME (RGI) AND RENT SUPPLEMENT
2.1	Work with private landlords to promote the benefits of the rent supplement program.
2.2	Provide direct RGI to individuals and families in private rental buildings who are unable to afford the market cost of the current residence.
2.3	Enforce the RGI to market rent ratio in the Not-for-Profit portfolio.
2.4	Attach rent supplements to new housing initiatives such as those funded under the Investment in Affordable Housing (IAH).
2.5	Develop a multi-year plan including funding requirements for the Private Market Rent Supplement program, Portable Housing Benefit and RGI housing to reach Service Level Standards.
#	RECOMMENDATION – IMPROVED SUSTAINABILITY OF THE EXISTING HOUSING STOCK
3.1	Facilitate discussions with non-profit housing providers to determine their interest in amalgamating or transferring assets to other providers in the same general vicinity.
3.4	Obtain a waiver from the Province and CMHC for each project reaching mortgage maturity, indicating the project is no longer subject to the Housing Services Act and the Canada-Ontario Social Housing Agreement and all obligations of the TBDSSAB have ceased the liability for default on any future loans.
3.5	Consider energy efficiency and conservation in all maintenance and retrofitting in TBDSSAB units. Also consider the use of environmentally friendly building materials.
3.6	Work with Housing Services Corporation and Not-for-Profit Housing to develop End of Operating strategy for Social Housing within the District of Thunder Bay.
#	RECOMMENDATION – PARTICIPATE IN SUPPORTIVE HOUSING SOLUTIONS
4.1	Work with partners responsible for providing support services to ensure the support needs of tenants are addressed.
4.3	Work to co-locate CCAC client system navigators and/or arrange on-site visits.
4.4	Ensure that any newly built or renovated housing is barrier free and accessible in compliance with the <i>Accessibility for Ontarians with Disabilities Act</i> .
4.5	Maintain partnership with the NWLHIN and co-develop a Housing with Supports and Homelessness Needs Assessment.

4.6	Participate in the development, implementation, and operation of a Coordinated Access System for the support services of individuals and families that require housing with supports.
#	RECOMMENDATION – ADDRESS HOMELESSNESS
5.1	Conduct a street needs assessment to determine the number of homeless people and the services required to keep the homeless sheltered and safe.
5.2	Evaluate the Homelessness Prevention Programs to ensure that these programs are reducing the incidences of homelessness.
5.3	Continue to fund and administer a homelessness prevention program to replace the cancelled CSUMB.
5.4	Create an Eviction Prevention Policy for TBDSSAB properties.
5.5	Support the development of a designated youth hostel independent of the established emergency hostels.
5.6	Support the exploration of funding options for a designated youth hostel, including engaging the private sector.
5.7	Work with youth outreach programs and ensure that youth are aware of TBDSSAB services.
5.8	Conduct a homelessness count for the District of Thunder Bay.
5.9	Explore funding opportunities to expand the High Needs Homeless and Home for Good systems to assist a greater number of individuals and families experiencing homelessness.
5.10	Explore the expansion of the Transitional Outreach and Support position to conduct SPDAT assessment for ODSP recipients and non-social assistance recipients.
#	RECOMMENDATION – IMPROVED CLIENT SERVICES
6.1	Assist individuals who lack identification to access housing.
6.2	Develop a new tenant handbook that explains tenant rights and obligations, how to maintain housing, and other useful information.
6.4	Develop partnerships with community organizations, including First Nations organizations, to establish satellite services at TBDSSAB housing projects.
6.5	Revisit referral agreements and procedures with Beendigen and Faye Peterson Transition House to allow for a smooth transition from emergency shelter to housing for victims of domestic violence.



BOARD REPORT

REPORT No.: 2023-14

MEETING DATE: MARCH 16, 2023

SUBJECT: SITUATION ANALYSIS: PROPOSED IMPLEMENTATION PLAN

RECOMMENDATION

THAT with respect to Report No. 2023-14 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board, approve the proposed Situation Analysis Implementation plan as presented.

REPORT SUMMARY

To request approval of the Situation Analysis: Proposed Implementation Plan, identifying proposed action items from the Blue Sky Situation Analysis Report.

BACKGROUND

Blue Sky Strategic Group presented the results of their 2021-22 Situation Analysis at the November 2022 Board meeting. Included in this presentation and report were twenty-three recommendations for the Board's consideration. A Resolution was passed to have Administration take the recommendations in the Blue Sky report and turn it into an actionable implementation plan/strategy.

COMMENTS

The Situation Analysis Report included 23 recommendations for the Board's consideration. A proposed implementation plan has been developed to address or make progress toward the 23 recommendations between 2023-2025 and is attached to this report.

In preparing the 2023 proposed budget, Administration allowed for additional travel, meeting, and community engagement costs that can accommodate the recommendations in the current budget year.

STRATEGIC PLAN IMPACT

This report supports the 2020-23 Strategic Plan Objectives 23 through 26, related to “Enhancing Indigenous Awareness and Relations”.

FINANCIAL IMPLICATIONS

The year 2023 financial implications included in the proposed plan can be accommodated in the approved 2023 budget. Budget implications beyond 2023 will be presented for consideration in subsequent annual budgets.



Total annual costs are estimated to be a minimum of \$16,500 to a maximum of \$24,000 for 2023, though several of the recommendations require further research or consultation to confirm the estimated cost and budget implications. One-time costs are estimated to be between \$150,000 and \$200,000 for future consideration, though additional research is needed to confirm costs and budget implications.

CONCLUSION

It is concluded that this report provides the Board with an overview of the proposed implementation plan related to the recommendations in the Situation Analysis report, and that the Board approves the implementation plan as presented.

REFERENCE MATERIALS

Attachment #1: [Situation Analysis: Proposed Implementation Plan](#)

PREPARED BY:	Carole Lem, Communications & 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**

Situation Analysis: Proposed Implementation Plan

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
<p>1. Four Indigenous Reps on TBDSSAB Board of Directors</p>	<p>First: The Board needs to approve/state that “we want to pursue having up to four (4) number of Indigenous members on our Board” or indicate the quantity of their choosing.</p> <p>Second: Once approved by Board, meet to consult with the three Political Territorial Organization (PTO) and the Métis Nation of Ontario (MNO) (all four together if possible) to discuss how to appoint the desired number of representatives to the TBDSSAB Board of Directors. Together, determine: What this looks like and who decides (e.g.: nominations vs appointment? PTOs/MNO decision, or Ministry/Minister?)</p> <p>Third: Consult with Board and Indigenous partners to decide Board numbers and what it looks like. For instance, if the Board adds four Indigenous representatives, that will increase the current Board from 14 to 18 members. Together, the Board and Indigenous Partners should decide whether they suggest these spots be added or replace existing seats, and how to go about that.</p>	<p>Minimal budget implications.</p> <p>Discussions only. May involve meeting costs. Can be accommodated within 2023 approved budget.</p>	<p>Start in: 2023 (ongoing)</p>	<ul style="list-style-type: none"> • Board • 3 PTOs and MNO • Chief Administrative Officer (CAO) Division

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	<p>Note: The Board make up is determined by the DSSAB Act, which may present as a barrier to this recommendation (see next item). This change to legislation may take a long time. In the meantime, discuss the possibility with the Board and the PTOs/MNO whether to consider adding Indigenous advisors as an interim solution, and what that might look like.</p>			
<p>2. Continue Advocacy with Minister of MCCSS in 2023 re: DSSAB Act</p>	<p>Implementation to be determined as informed by discussions in Recommendation #1. This will include suggestions of amendments to regulations.</p>	<p>Minimal. May require travel costs to participate in a meeting with the Minister. Can be accommodated within 2023 approved budget.</p>	<p>Contingent on #1 Start in 2023. Will depend on discussions in #1 above</p>	<ul style="list-style-type: none"> • Board • 3 PTOs and MNO • CAO Division
<p>3. Decolonization of policies/ procedures</p>	<p>Approach recommendations 3 & 4 at the same time. Other Recommendations from the Situation Analysis for inclusion in this strategy have been noted below. Will refer to this strategy as the Internal Culture Strategy.</p>	<p>None for 2023. Further budget implications for 2024 will be determined in the resulting strategy.</p>	<p>Start research/ process: 2023 Implementation: 2024-25 (ongoing)</p>	<ul style="list-style-type: none"> • CAO Division • Research & Social Policy • Human Resources /Process Review Lead • DEI Table
<p>4. Include Diversity, Equity, Inclusion and Anti-Racism into [Organizational] Strategy</p>	<p>This recommendation aligns with the 2020-23 Strategic Plan. Research, create, and implement a framework for Diversity, Equity, and Inclusion (DEI) and Anti-Racism for TBDSSAB, that includes an action plan for how to decolonize policies and procedures with the intention of being more inclusive. This framework will be developed with input from service recipients, staff, community</p>			

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	partners, research best practices, Human Resources and the DEI Table. Include: evaluation and implementation plan created with a Human Rights/Human Resources, Process Review & Data lens to ensure efficient implementation, education and ongoing monitoring.			
5. Scheduled Board of Directors Sharing Circles	Recommend that Sharing Circles be offered to the Board a minimum of once a year, as part of a regular meeting.	Minimal – Approximately \$350-\$500 per session. Budget \$500 per year to start	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division
6. Scheduled Board culturally appropriate training	Through Sharing Circles, determine what training options are available and make recommendations to the Board. Whenever training is available to the Board, make it available to staff as well.	TBD – could be significant depending on type and number of offerings Based on previous training offered, estimate a minimum of \$2500 up to \$5000 for all 14 Board members.	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division • Human Resources
7. Board of Directors attend community gatherings	Recommend members of the Board attend and participate in a minimum of two community gatherings hosted by Indigenous partners per year (e.g.: powwows, potlucks, National Day for Truth and Reconciliation walk, or other events) as representatives of TBDSSAB (separate from gatherings held in partnership with TBDSSAB).	No cost.	2023-ongoing	<ul style="list-style-type: none"> • Board • CAO Division

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	<p>The Board will need to decide what the process looks like for attending community gatherings as a representative of TBDSSAB – the plan should include frequency, how events are chosen, reimbursement, etc.</p> <p>Include as part of an External Partnerships Strategy that will foster connection and engagement with community partners.</p>			
8. Staff sharing circles	<p>Recommend that Sharing Circles be offered to staff at minimum annually, optimally quarterly. Develop a strategy* to ensure implementation aligns with existing engagement opportunities, for example: the possibility of syncing these sessions with the quarterly new staff orientation schedule.</p> <p>*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)</p>	<p>Minimal – Approximately \$350-\$500 per session. Annual budget \$1500 per year to start. Can be accommodated within 2023 approved budget.</p> <p>Ongoing costs could be substantial depending on how many sessions will be offered throughout the year moving forward.</p>	2023-ongoing	<ul style="list-style-type: none"> • Human Resources • DEI Table • Staff
9. Convenient [and inclusive] access to staff engagement [such as	Develop internal engagement strategy* to ensure staff across the district are engaged as much as those in Thunder Bay – offer more virtual participation options and hybrid activities, including (but not limited to) staff sharing circles.	Cost could be associated with setting up staff in the district to be able to participate	2023 and beyond (ongoing)	<ul style="list-style-type: none"> • CAO Division • Corporate Services (CS) Division

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
sharing circles, focus groups, surveys etc. with virtual and in-person options].	*Include this item in the Internal Culture Strategy being developed (#3 and #4 above)	remotely if not already set up to do so (minimal cost)		<ul style="list-style-type: none"> • Human Resources • Research & Social Policy • DEI Table • Staff
10. Scheduled staff culturally appropriate training.	<p>Cultural awareness and Reconciliation-focused training to be incorporated into mandatory training at onboarding. Working in collaboration with Human Resources and the DEI Table, create a strategy* for offering ongoing learning/unlearning opportunities to foster inclusion as an organization. Include participation feedback to confirm value/keep current with other opportunities as they arise.</p> <p>*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)</p>	<p>TBD – Could be substantial depending on how many sessions will be offered throughout the year</p> <p>Based on past all-staff training, estimating a minimum of \$10,000 to a maximum of \$15,000.</p>	2023 and beyond	<ul style="list-style-type: none"> • Human Resources • Research & Social Policy • DEI Table
11. Traditions incorporated into everyday TBDSSAB practice	<p>CAO Division to develop a standard process around traditional ceremony, including:</p> <ul style="list-style-type: none"> - Land acknowledgment framework (not a script) that covers what should be covered, as well as by whom and at what types of events/meetings. - Standard process and parameters for Opening & Closing ceremonies for events, as well as honorarium/gifts for Elder/Knowledge Keepers - Standard process and parameters around when smudging is offered (including at properties, for tenants/service recipients) 	Minimal if any	2023 and beyond	<ul style="list-style-type: none"> • CAO Division • Communications • Research & Social Policy • DEI Table

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	*Include this item in the Internal Culture Strategy being developed (See #3 and #4 above)			
12. Wellness [Cultural] Room for smudging for staff / [service recipients].	<p>Develop a strategy for making necessary upgrades at HQ office to include a safe space that is smudging-friendly, with a proper ventilation system (and particular consideration of allergies/asthma in relation to this room) to support it. Research phase should also include feedback about what the desired space may include, for both service recipients and staff. Further research into options for offering this type of space across the district would also be required. Estimated costs would be included in the proposed 2024 budget.</p> <p>If we proceed – costing to be received from Director Corporate Services/Manager Infrastructure and Asset Management via procurement process.</p>	<p>Substantial budget impact. Estimating a minimum one-time cost of \$150,000 to a maximum of \$200,000 (to be confirmed with further research)</p> <p>Potential funds through external funding application (TBD)</p>	<p>Research: 2023 Implementation: 2024 or later (TBD based on research/costs)</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • Integrated Social Services (ISS) Division • Research & Social Policy • DEI Table
13. Elder in Residence for Staff / Clients.	<p>Discuss potential collaboration with Indigenous community partners. Discuss whether this would be a contracted agreement, colocation of service from an organization with Knowledge Keepers on staff, or other arrangement, and what the cost implications would be.</p> <p>Include as part of an External Partnerships Strategy that will foster connection and engagement with community partners. (See also: #7 above)</p>	<p>TBD – will depend on whether this is achieved via funding agreement or other arrangements</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • Human Resources • Communications • Research & Social Policy • DEI Table

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
<p>14. Indigenous Art [and Murals]</p>	<p>Short term: Include art as a giveaway with gift cards for service recipient raffles/event prizes. Offer art as a gift to speakers, elders, etc.</p> <p>Medium term: Share an EOI for artists, including co-creation/facilitation, and work with ISS and CS to develop implementation plan.</p> <p>Long term: multi-year, all-division strategy to: 1) create murals across housing portfolio, 2) incorporate art in engagement, programming, etc. (with staff, service recipients, community partners, etc.). Consider partnerships to display art from other organizations, arts groups, etc. at various TBDSSAB buildings, including offices, housing properties, etc. Consult with artists and arts groups about strategies to display art (enclosed in an art case). Consult DEI Table to ensure inclusive approach.</p>	<p>TBD: Cost of murals, depending on how they are implemented, may vary greatly. Further research and the strategy needed to determine what the cost implications would be.</p> <p>Cost of creating specific art case in our locations to be considered.</p>	<p>2023 and beyond</p> <p>Murals in 2024 at the earliest, cost depending.</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • ISS Division • Communications & Engagement • Research & Social Policy • DEI Table
<p>15. Welcoming environment: dress code / tea / time.</p>	<p>Gradual improvements to space, as well as a review of operational practices and their influence on welcoming environment.</p> <p>Short Term:</p> <ul style="list-style-type: none"> • Begin with a review of dress code through an inclusivity and trauma-informed lens with feedback from Human Resources and the DEI Table • Reinstate the play area in the Intake area for families (that was removed due to COVID-19). • Review standard appointment times and expectations/treatment, including definitions of late, cancelations, etc. 	<p>Short term: Minimal to No cost.</p> <p>Long term: cost of supplying tea/equipment required to offer this TBD</p> <p>TBD based on strategy developed.</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • CS Division • ISS Division • Research & Social Policy • Human Resources • DEI Table

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	<p>Longer term:</p> <ul style="list-style-type: none"> Recommend research and implementation of a strategy to improve quality of interactions with service recipients without it being prescriptive. Include research and recommendations about the logistics of offering tea/refreshments in a self-serve way (where it would be set up, how it would be maintained/monitored) and budgetary considerations for offering tea/refreshments (including how often snacks could be offered, etc.) to service recipients attending appointments in this strategy. 			
16. Plain language	<p>Administration is in the process of developing a multi-year Plain Language strategy to move to written and verbal plain language for the whole organization. Trauma-informed plain language or interpersonal communication should be part of the project, with consultation with the DEI Table for an equity and inclusion lens.</p> <p>Include this item in the Internal Culture Strategy being developed (#3 and #4 above)</p>	TBD based on strategy developed	<p>Strategy finalized in 2023</p> <p>Begin implementation in early 2024-25</p>	<ul style="list-style-type: none"> CAO Division Communications Human Resources DEI Table
17. Convenient access to client engagement / sharing circles	Offering sharing circles for service recipients – get feedback from ISS managers, supervisors, and staff to get ideas of what this would look like. Could be as simple as a regular schedule of sharing circles added to resource centres.	Minimal – Approximately \$350-\$500 per session. Budget \$1000 for 2023 to start. Can be accommodated in approved annual budget.	Begin implementation in early 2024	<ul style="list-style-type: none"> CAO Division ISS Division Human Resources Research & Social Policy Staff

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
18. Wraparound services / Indigenous Partners	<p>Seek feedback from community partners if there is interest in working from our HQ office for services. (e.g.: Mushkiki, Matawa, TBIFC, Kkets, EarlyON Programs, etc.) See if organizations are interested in coming in even a few times a month. Once this is established, develop strategy* for similar partnerships at all offices and/or resource centres/community hubs.</p> <p>Short term: Review current usage and develop a strategy to dedicate lower traffic training/interview room(s) to this purpose.</p> <p>Long term: Consider whether capital funding or renovations are required to better accommodate wraparound services at HQ as well as District offices. (e.g.: Merge a few of the interview rooms if the space is not big enough.)</p> <p>* Include as part of an External Partnerships Strategy (#7, #13 above)</p>	<p>Short term: low cost</p> <p>Long term: TBD, could be significant depending on space implications</p>	<p>Get feedback: 2023</p> <p>Implement: 2024 (ongoing)</p>	<ul style="list-style-type: none"> • CAO Division • ISS Division • CS Division • Human Resources • Research & Social Policy
19. Continued advocacy: Ontario Works and Housing	<p>This recommendation relates to ongoing advocacy by the Board, and that the Board continue advocacy to the province for increases to social assistance rates and for more affordable housing options to house those on our wait list. As social assistance rates are not a new advocacy topic for our organization, consider new strategies and partnerships to make the advocacy as effective as possible.</p>	<p>Minimal.</p> <p>May require travel costs to participate in a meeting with the Minister. Can be accommodated in approved budget.</p>	<p>2023/2024</p>	<ul style="list-style-type: none"> • Board • CAO Division • ISS Division • Research & Social Policy
20. Comfortable atmosphere for client feedback	<p>Include questions related to comfort and Indigenous cultural considerations as standard questions in service recipient surveys moving</p>	<p>No immediate costs.</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • Communications • ISS Division

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
	<p>forward. Also, offer the option to complete surveys in-person/verbally and alternate feedback methods for those who do not want to fill out a survey.</p> <p>Include in the Internal Culture Strategy developed in response to Recommendation #3 & 4.</p>	<p>Cost of training internal staff on agreed upon traditional cultural activities or contracting out services.</p>		<ul style="list-style-type: none"> • Research & Social Policy
<p>21. Physical safety in homes</p>	<p>Some of this is being addressed with 2023 budget and approval of new positions. Security Officer position has been approved.</p> <p>With the caveat that we are unable to intervene under HSA / RTA and rely on police intervention, meet with community partners to develop culturally appropriate strategies and increased community presence in housing portfolio. Work together with Indigenous partner organizations to arrange for supports to be available. Further to physical security, the implementation plan(s) from the Security Review could be discussed with Indigenous partners and the DEI Table to ensure it has been considered through an inclusivity lens— including not only an Indigenous lens, but a full inclusivity lens.</p>	<p>No immediate costs.</p> <p>Cost could be incurred through culturally appropriate activities/ strategies held at the housing units.</p>	<p>2023/2024</p>	<ul style="list-style-type: none"> • CS Division (Security) • ISS Division (Housing) • Communications (Engagement partners) • Research & Social Policy
<p>22. Continue engagement / Indigenous partners</p>	<p>It was recommended that an invitation to an in-person action-oriented meeting be initiated once or twice a year. It was also recommended to be transparent with Indigenous partners by holding</p>	<p>Cost of meetings to be incurred</p> <p>Minimal – Approximately</p>	<p>2023 and beyond</p>	<ul style="list-style-type: none"> • CAO Division • Research & Social Policy • Communications

Blue Sky Report Recommendation	Proposed Implementation Activity	Budget Implications	Timelines	TBDSSAB Lead(s)
<p>23. Integrate transparency with Indigenous partners</p>	<p>quarterly meetings to identify barriers and address them collaboratively.</p> <p>*Include this item in the Inclusive Culture Strategy being developed (See #3 and #4 above)</p> <p>Include as part of the External Partnerships Strategy noted above to address both of these recommendations together:</p> <ul style="list-style-type: none"> • Invite Indigenous partner organizations to participate in a Sharing Circle to establish relationships and begin discussions. The Sharing Circle can also include elements of an action-oriented meeting to determine areas where we can work together more collaboratively. • Determine frequency of these meetings/sharing circles at the first meeting. Make it an open invitation; guests are welcome to bring others. Aim for minimum twice a year 	<p>\$350-\$500 per session. Start with \$1000 for 2023 to start. Can be accommodated in current budget.</p>		



Memorandum

Date: March 3, 2023
To: Members of the Board
From: Bill Bradica, Chief Administrative Officer
Subject: **Resolution to Endorse AMO's Call To End Homelessness**

The Association of Municipalities of Ontario (AMO) has requested that municipalities and District Social Services Administration Boards endorse AMOs call upon Ontario to end homelessness. In that regard it is recommended that a letter be sent to Premier Ford enclosing a Board Resolution as outlined in this memo.

It is important to acknowledge that there was an increase in the homeless prevention program (HPP) funding by Ontario last year. However, it is clear that further increases are needed in order to eliminate chronic homelessness in the District of Thunder Bay.

For the 2023 year, the Board has approved a budget that includes spending on community housing programs and homelessness prevention of about \$39 million (net of rent revenues and other revenue sources) with subsidies of \$11.5 million from Canada and \$7.8 million from Ontario, leaving about 50%, or, \$19.7 million funded by the municipal and TWOMO levy. The contribution through the levy is about \$2 million higher than the 2022 year.

The following Resolution will be presented at the March 16, 2023 Board meeting for consideration:

WHEREAS the homelessness crisis is taking a devastating toll on families and communities, undermining a healthy and prosperous Ontario;

WHEREAS the homelessness crisis is the result of the underinvestment and poor policy choices of successive provincial governments;

WHEREAS homelessness requires a range of housing, social service and health solutions from government;



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

WHEREAS homelessness is felt most at the level of local government and the residents that they serve;

WHEREAS municipalities and District Social Services Administration Boards are doing their part, but do not have the resources, capacity or tools to address this complex challenge; and,

WHEREAS leadership and urgent action is needed from the provincial government on an emergency basis to develop, resource, and implement a comprehensive plan to prevent, reduce and ultimately end homelessness in Ontario.

THEREFORE BE IT RESOLVED THAT The District of Thunder Bay Social Services Administration Board calls on the Provincial Government to urgently:

- a. Acknowledge that homelessness in Ontario is a social, economic, and health crisis;
- b. Commit to ending homelessness in Ontario;
- c. Work with AMO and a broad range of community, health, Indigenous and economic partners to develop, resource, and implement an action plan to achieve this goal.

AND FURTHER THAT a copy of this motion be sent to the Minister of Municipal Affairs and Housing; the Minister of Children, Community and Social Services; the Minister of Health; the Minister of Indigenous Affairs; the Solicitor General; the Attorney General; local MPPs; Thunder Bay District municipalities; the Northwestern Ontario Municipal Association; the Ontario Federation of Indigenous Friendship Centres; Anishnabek Nation; Nishnawbe Aski Nation; Grand Council Treaty #3; Metis Nation of Ontario; and to the Association of Municipalities of Ontario.

Sincerely,

William(Bill) Bradica
Chief Administrative Officer

WDB/gf

Copy to: Ken Ranta, Director, Integrated Social Services
Crystal Simeoni, Manager, Housing Programs
Georgina Daniels, FCPA, FCA, Director, Corporate Services



Memorandum

Date: February 28, 2023

To: Members of the Board

From: William (Bill) Bradica, Chief Administrative Officer

Subject: **Northern Ontario Service Deliverers’ Association Annual General Meeting Attendance 2023**

The Northern Ontario Service Deliverers Association (NOSDA) 2015 Annual General Meeting (AGM) will be held on June 20, 21, 22, 2023 in Thunder Bay, Ontario. Each member organization is allowed two delegates who can vote on NOSDA Business. Given that TBDSSAB is the host for this year’s AGM, it is recommended that the Board select additional non-voting delegates to attend the AGM, and that their travel expenses be covered, and honoraria apply as per Board policy. The following resolution will be presented at the March 20, 2023 Board meeting to select TBDSSAB representation at the meeting.

“THAT with respect to the Northern Ontario Service Deliverers Association 2023 Annual General Meeting, to be held on June 20, 21, 22, 2023, in Thunder Bay, Ontario, the following Members of the Board are selected to attend as voting delegates:

- 1. Ken Boshcoff
- 2. Meghan Chomut

AND THAT in the event that the above Board Members are unable to attend the following Members will be contacted to attend as voting delegates in their place:

- 1. _____
- 2. _____

AND THAT the following Members of the Board are selected to attend as non-voting delegates:

- 1. _____
- 2. _____



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

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Sincerely,

William (Bill) Bradica
Chief Administrative Officer

WB/gf



Memorandum

Date: February 28, 2023
To: Members of the Board
From: William (Bill) Bradica, Chief Administrative Officer
Subject: **TBDHC Seventeenth Annual Shareholder's Meeting – Confirmation of Proxy**

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

Therefore, the TBDSSAB Board will need to appoint a member as its proxy for the April 20, 2023 TBDHC Shareholder's meeting to vote on behalf of TBDSSAB. Administration is recommending that the Board appoint the Chair as the proxy.

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

“THAT with respect to the Thunder Bay District Housing Corporation (TBDHC) Seventeenth Annual Shareholder's Meeting, to be held on April 20, 2023 at The District of Thunder Bay Social Services Headquarters, we The District of Thunder Bay Social Services Administration Board appoint Board Chair, Ken Boshcoff, to be the designated Proxy or failing him, Board Vice-Chair, Meghan Chomut.”

Sincerely,

William (Bill) Bradica,
Chief Administrative Officer

/gf



RESOLUTION 23-13

DATE: January 19, 2023

MOVED BY: Ryan Bignucolo

SECONDED BY: Al MacNevin

WHEREAS the Manitoulin-Sudbury District Services Board supports Resolution No. 2022-273 passed by the Municipality of East Ferris at their meeting held October 11, 2022 regarding the child care workforce shortage in Ontario; and

WHEREAS access to quality licensed child care is an essential component of Ontario's social and economic well-being and enable children to grow up with a sense of community; and

WHEREAS lack of licensed child care is a barrier for parents to return or enter into the workforce, thus putting a strain on families, hindering economic participation, and forcing parents to remain at home to care for their children; and

WHEREAS the demand for child care spaces creates waitlists that have parents waiting for several years for a space, if they receive a space at all; and

WHEREAS in recent years the recruitment and retention of qualified Registered Early Childhood Educators (RECE's) and child care staff has been a challenge that has been exasperated by the COVID-19 pandemic; and

WHEREAS the workforce crisis in the early years and child care sector has been further exasperated by the significant wage disparity between the compensation paid to RECE's employed by school boards and those employed in licensed child care centres due to lack of funding which has created an inequity for workers with equal qualifications; and

WHEREAS Ontario has signed the Canada-Wide Early Learning and Child Care Agreement putting Ontario on the path to reducing child care fees to an average of \$10/day which will create a demand for more child care spaces when a workforce shortage already exists; and

WHEREAS the province of Ontario’s commitment to a minimum wage of \$19/hour for RECE’s with \$1 annual increases until reaching \$25/hour does not provide and immediate response to attracting and retaining child care staff and will take many years to correct the wage disparity.

THEREFORE BE IT RESOLVED that the Manitoulin-Sudbury District Services Board advocates for the Province of Ontario to address the child care workforce shortage in Ontario by immediately increasing the \$19/hour minimum wage and providing benefits to RECE’s in licensed child care centres to an equitable level to that which is paid to RECE’s employed by school boards; and

FURTHER BE IT RESOLVED that the Province of Ontario launch and financially support an accelerated Early Learning Childhood Education program, to be completed within 14 to 16 months, similar to the program launched in March 2022 for Personal Support Workers (PSW’s), where funding supported the costs of tuition, books, and other mandatory fees, to help address the shortage of RECE’s in Ontario; and

FURTHER BE IT RESOLVED that a copy of this resolution be forwarded to OMSSA, Ontario Coalition for Better Child Care, Childcare Resource and Research Unit, NOSDA, FONOM, AMO, all District Social Services Administration Boards in Northern Ontario, and all Ontario Municipalities to request their support and advocacy for this resolution; and

FURTHER BE IT RESOLVED that a copy of this resolution be forwarded to Minister of Education Stephen Lecce, Minister of Economic Development, Job Creation and Trade Vic Fedeli and Algoma-Manitoulin MPP Michael Mantha.

Bruce Killah

CHAIR

MEMBER	YEAS	NAYS	MEMBER	YEAS	NAYS
BIGNUCOLO, RYAN			KELLY, ANGELA		
BURKE, KEVIN			KILLAH, BRUCE		
CAHILL, JIM			LANDRY, ROGER		
CAMPBELL, ROB			MACNEVIN, AL		
DEFORGE, JOHN			PORTELANCE-GODIN, DENISE		
DUPLESSIS, KEN			SANTI, DAVID		
GORHAM, VERN			WHYNOTT, NED		