



# Memorandum

**Date:** April 3, 2023  
**To:** Members of the Board  
**From:** Bill Bradica, Chief Administrative Officer  
**Subject:** **2022 Annual Report**

Administration has prepared the 2022 Annual Report for the Board's review and will submit the following Resolution to the Board at the April 20, 2023 Board Meeting for the Board's consideration.

"THAT with respect the memorandum dated April 3, 2023 from William Bradica, Chief Administrative Officer, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB), approve the 2022 Annual Report, as presented;

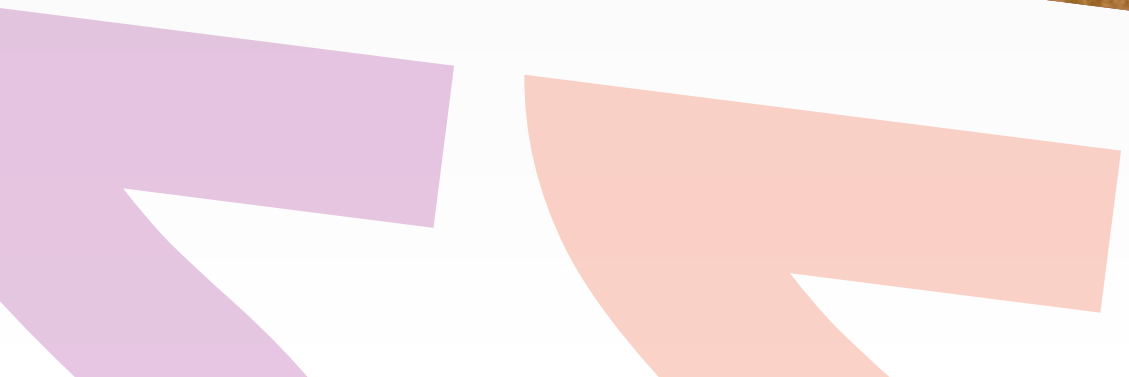
AND THAT the 2022 Annual Report be posted to the TBDSSAB website, and a notification sent to partners and stakeholders."

Sincerely,

William (Bill) Bradica  
Chief Administrative Officer

WB/cl

Attachment #1      TBDSSAB 2022 Annual Report



# Dignity, Respect & Quality of Life

Annual Report | 2022



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

## Message from the Chair

On behalf of The District of Thunder Bay Social Services Administration Board, I am pleased to present the 2022 Annual Report.

The year 2022 was a year of collaboration and successes in transitional housing. With the support of our community partners, we were able to fund several transitional housing initiatives, including:

- In February, we announced \$2.9 million investment in capital projects through SSRF, including 12 units through Matawa and 8 additional spaces through Dilico
- In October, we announced \$2.1 million in funding to Matawa First Nations Housing through Social Services Relief Funding, to fund 21 additional spaces
- In December, we announced a combined total of \$800,000 to Dilico Anishinabek Family Care to fund 10 transitional housing spaces via SSRF and TBDSSAB reserve funds

Administration also navigated several changes to funding programs in 2022, including the introduction of the Canada-Wide Early Learning and Child Care (CWELCC) program and the consolidation of the Homelessness Prevention Programs.



There is no shortage of change to look forward to in 2023-- including the retirement of eleven Board members at the end of 2022. I want to thank my fellow Board members and Administration for your dedication to supporting the most vulnerable in our communities.

It has been a pleasure to support this organization as Board Chair since 2018, and I wish you all the best in the years to come.

Thank you, and take care.

### Lucy Kloosterhuis

Chair  
The District of Thunder Bay  
Social Services Administration Board

## Message from the CAO

As we reflect on the past year, I want to express my gratitude to the Board for supporting the organization's vision for the need for more transitional and supportive housing. With your support and advocacy, TBDSSAB was able to fund transitional housing projects and 51 new spaces to the service system were announced in 2022.

Both transitional housing and homeless outreach are key to helping prevent and alleviate homelessness in our district. It is critical that appropriate housing options are available in order for individuals to live independently and achieve self sufficiency. Though there will always be those who fall through the cracks, we hope to move toward more appropriate housing options more quickly so that emergency shelter use is reduced.

This past year has been an opportunity for reflection, research and forward thinking. Some highlights:

- Situation Analysis to guide Indigenous relations and reconciliation
- Community forum on mental health, addictions, and homelessness
- Security Review of TBDSSAB-owned housing properties
- Migration and homelessness study with Lakehead University

- Point in Time count report (from 2021 Point in Time count survey)
- Market rent study

I am excited to see the implementation of recommendations from these projects in the year(s) to come.

I also want to thank the TBDSSAB team for their dedication and resilience in navigating the challenges of yet another year impacted by the pandemic.

Finally, I want to take a moment to express my gratitude for the eleven outgoing Board members, including Lucy Kloosterhuis who has been Board Chair since 2018. Thank you, Lucy, for your unwavering support of this organization and your compassionate leadership during some of our most challenging years.

### Bill Bradica

Chief Administrative Officer  
The District of Thunder Bay  
Social Services Administration Board

# About Us

The District of Thunder Bay Social Services Administration Board (TBDSSAB) supports people to improve their lives and become self-sufficient. We do this as the service system manager for vital, quality social services needed by individuals and families living in the District of Thunder Bay—including child care and early years, community housing, homelessness prevention programs—and through the delivery of Ontario Works.

## Mission

TBDSSAB delivers provincially mandated services on behalf of the citizens of the District of Thunder Bay.

## Vision

TBDSSAB provides quality services within the context of a commitment to social justice and recognition of people’s potential to achieve self-sufficiency.

## Values

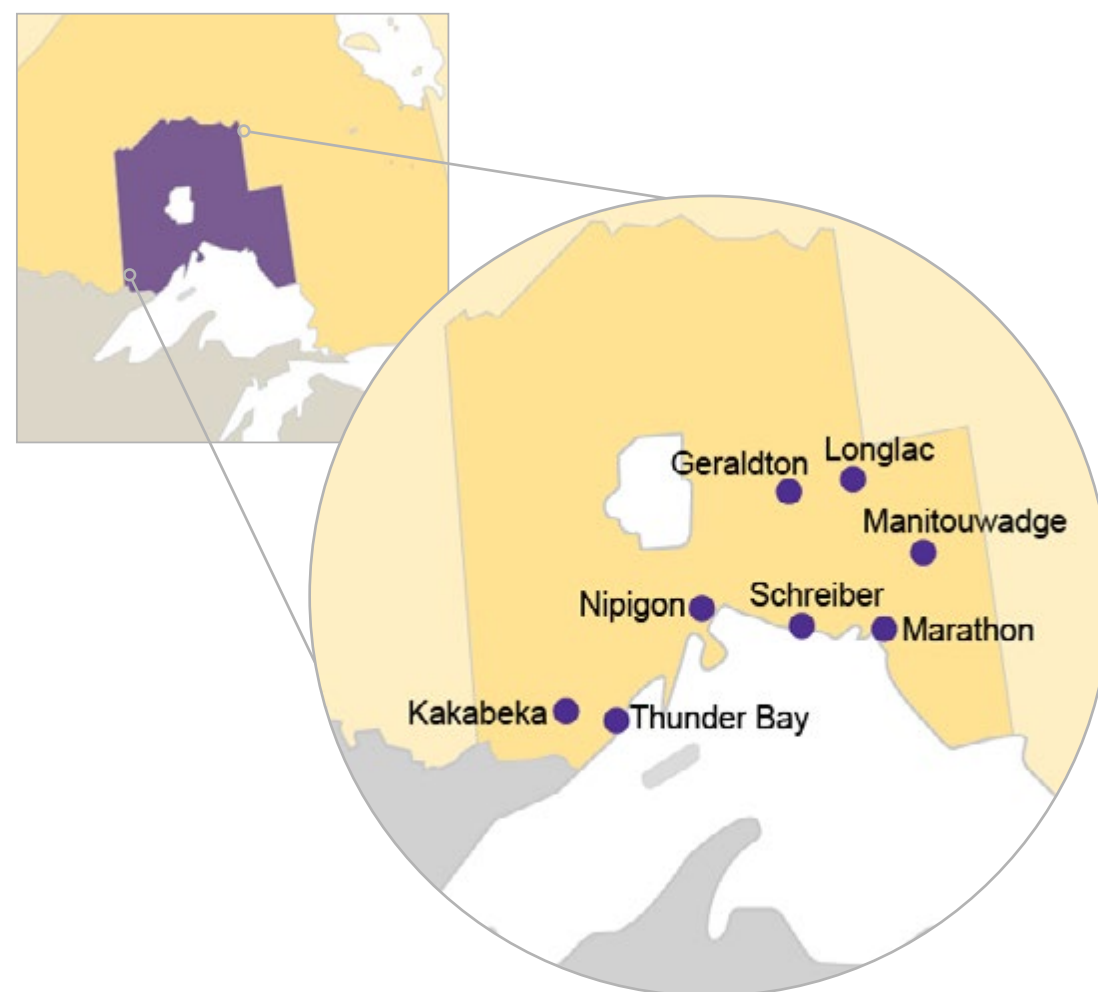
At TBDSSAB, we:

- Respect
- Accept
- Collaborate
- Understand
- Are Empathetic
- Have Integrity
- Promote Wellness

## Service Area

TBDSSAB currently delivers services to people living in 15 municipalities and Territory Without Municipal Organization within the District of Thunder Bay.

There are eight TBDSSAB offices across the District.



# Our People

TBDSSAB has an interdisciplinary team located at eight offices throughout the District of Thunder Bay.

## Our Team

We employ, on average, 175 people within our Corporate Services, Integrated Social Services, and CAO Office divisions. Our interdisciplinary team includes staff experienced in: social assistance, child care and early years, property management, maintenance, community housing, infrastructure, research, communications, information services, finance, human resources, and administration.

## Living Our Values

The TBDSSAB team is dedicated to supporting our communities, in the work we do every day as well as the initiatives we support through employee giving campaigns. In 2022, staff supported the United Way, Children’s Aid Society, and collected donations for food and clothing drives. In 2022, TBDSSAB staff donated \$14,831 to the United Way through various internal fundraisers and will be receiving the United Way Thunder Bay Silver Award for a second year in a row.

 **175**  
TBDSSAB Staff

 **27**  
staff celebrated years of service milestones (5-35 years!)



# Our Board



1



**Lucy Kloosterhuis**  
Chair  
Municipality of Oliver Paipoonge



**Jody Davis**  
Vice Chair  
Township of Terrace Bay



**Albert Aiello**  
City of Thunder Bay



**Kevin Holland**  
Jan - June  
Township of Conmee



**Grant Arnold**  
June - Dec



**Kim Brown**  
Territories Without Municipal Organization



**Shelby Ch'ng**  
City of Thunder Bay



**Andrew Foulds**  
City of Thunder Bay



**James Foulds**  
Township of Nipigon



**Brian Hamilton**  
City of Thunder Bay



**Rebecca Johnson**  
City of Thunder Bay



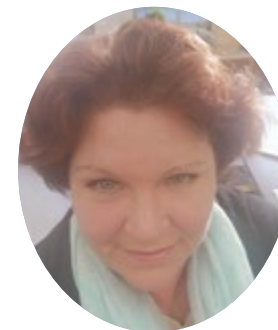
**Ray Lake**  
Town of Marathon



**Elaine Mannisto**  
Municipality of Greenstone



**Aldo Ruberto**  
City of Thunder Bay



**Wendy Wright**  
Township of Gillies

## Board Advocacy

The Board is committed to ongoing advocacy in response to local service system needs.

In 2022, ten position papers were presented during delegations with government officials at the Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO) conferences. During these meetings, the Board advocated for administrative or budgetary changes that directly impact the existing system, and to make recommendations for new initiatives to address unmet local needs.

### Ministry of Children, Community, and Social Services:

- Increases to Social Assistance rates
- Changes to the DSSAB Act Governance and Accountability guidelines
- Changes to the DSSAB Act to allow for Indigenous Representation on the TBDSSAB Board of Directors

### Ministry of Education:

- Streamline responsibility for Before and After School program delivery
- Ongoing funding for child care and early years recruitment, retention, and workforce development.

### Ministry of Municipal Affairs and Housing:

- Changes to Homelessness Prevention Program funding allocation and allotments
- That the MMAH, MOH and MCCSS work with housing service managers to finalize a Supportive Housing Strategy for Ontario
- That the MMAH and MOH work together toward a 50-unit transitional housing project in the District of Thunder Bay

[Click here to view past position papers related to Board Advocacy.](#)



2

3

## Reconciliation: Situation Analysis

In 2022, TBDSSAB participated in a situation analysis with Indigenous-led consulting group Blue Sky Strategic Group. This situation analysis is an objective of the 2020-23 Strategic Plan, and included recommendations for how to get Indigenous Representation on the Board of Directors and an assessment of bureaucratic colonial processes at TBDSSAB.

In November 2022, the Board was presented with the results of this situation analysis to guide the organization's Indigenous relations and reconciliation. The recommendations from this report will be presented for approval in 2023.



### Photos:

1. Members of the Board at a staff appreciation event.
2. Delegation with Minister Fullerton (MCCSS) at the 2022 AMO Conference
3. Cindy Crowe of Blue Sky Strategic Group conducting an opening ceremony.

# Our Programs

## Intake & Eligibility

TBDSSAB's programs are delivered through one Integrated Social Services division, with a one-stop Intake & Eligibility team. This helps us make sure that service users are connected to all available resources they may need. The team includes intake staff for all program areas, as well as Transitional Outreach and Support Workers that do outreach with individuals experiencing homelessness.

### Colin's Story

Our Transitional Outreach Support Worker (TOSW) first connected with Colin at the Shelter House in summer 2022 through the Coordinated Housing Access Table (CHAT). Colin is 63 years old and has lived through a tremendous amount of grief and trauma. He was precariously housed for upwards of 15 years, using Emergency Shelters and Grace Place.

Colin felt hopeless. Colin's main barrier to housing were arrears from 25 years ago. The TOSW connected with Colin regularly and helped advocate to have arrears covered through ONWA funding and the Housing Security Fund. Once arrears were cleared, the TOSW was able to support by adding him to the High Needs Homeless waitlist; within days Colin was offered a Rent Geared to Income (RGI) unit in a safe senior's building, located in his familiar

neighbourhood. Colin will continue to work on his healing journey and will have case management supports through the TOSW and Home For Good program.

"It has been refreshing to have someone believe in me throughout my grieving process – it gives me hope for the future. [Having] housing gives me a chance to reconnect with my grandchildren and family. Without Rachael & Melanie's support and hard work, I would not be where I am at right now. You are both wonderful people and give me hope and motivation". - Colin



#### Photos:

1. Colin, service recipient.
2. Josephine and a member of the Intake & Eligibility team using the computers in the Intake area (Thunder Bay)
3. Josephine's son enjoying the play area at Intake



“Awesome people to work with. Good staff and team, they know how to support the community.”

- Josephine -

**3,461**  
calls received by Intake each month (on average)

**2,805**  
monthly visitors attending TBDSSAB HQ office intake area in 2022

**107**  
people experiencing homelessness housed on TOSW caseload in 2022

**3,133**  
children served in child care programs in 2022

**2,280**  
children benefited from reduced fees via CWELCC

**1,758**  
children served in EarlyON programs in 2022

**12,428**  
EarlyON child visits in 2022

## Child Care & Early Years Programs

TBDSSAB manages the child care and early years system in the District of Thunder Bay. Our Child Care & Early Years Programs help families by managing the child care wait list and offering child care fee subsidies to offset the costs of child care. We also provide operational funding and resources to Child Care operators and EarlyON programs throughout our district.

### Canada-Wide Early Learning and Child Care

2022 was a historic year for licensed child care in Ontario, with the Government of Canada identifying child care as a national priority to enhance early learning and childhood development, support workforce participation, and contribute to economic recovery. With this announcement came the introduction of the Canada Wide Early Learning Child Care (CWELCC) program. TBDSSAB set to work creating policy and plans for the implementation of CWELCC that aligned with Ontario's expectations of year one of a five-year transformation of licensed child care. We are pleased to note that 100% of all licensed child care providers in our District opted-in to the CWELCC program, resulting in a 25% reduction in child care fees for 2,280 children.

### Our Kids Count take on Licensed Private Home Child Care

Effective August 31, 2022, Our Kids Count became the Licensed Private Home Child Care Agency for the District of Thunder Bay. As a Licensed Private Home Child Care Agency, Our Kids Count will receive operational funding from TBDSSAB to coordinate and oversee individual private home child care programs and services. The transition of licensed private home child care to the Our Kids Count portfolio came at a critical moment for the Child Care and Early Years system as the province rolls out the Canada-Wide Early Learning & Child Care system. For a private home child care provider to participate in the CWELCC system they must be overseen by a Licensed Private Home Child Care Agency.

# Housing & Homelessness Prevention Programs

TBDSSAB manages the community housing and homelessness prevention system in the District of Thunder Bay. Our Housing Programs assist individuals and families by offering affordable housing and rent supports. We also work with community organizations and the emergency shelter system to support initiatives that aim to address homelessness throughout our district.

## Food Security Fund

The Food Security Fund aims to provide financial support to food security initiatives in the District of Thunder Bay that help address and prevent homelessness. In 2022 TBDSSAB provided 20 agencies with funding totaling \$779, 440 for food support programs within the City of Thunder Bay and District.

## Housing Anniversaries

TBDSSAB celebrated the 50th anniversaries of three housing neighbourhoods during the summer of 2022. To mark the occasion, Cindy Crowe of Blue Sky Healing Centre helped tenants plant a traditional medicine garden at all three locations. Special thanks to the tenants of the Mclvor Court, Trillium, and Limbrick/North James neighbourhoods who have made sure the plants were well cared for.

## Homelessness Outreach

The Homelessness Prevention Program (HPP) is a provincially funded program that aims to prevent, reduce, and address homelessness. Through HPP, TBDSSAB funds multiple homelessness prevention initiatives, including emergency shelters, housing supports, food security initiatives, and homelessness outreach. Four organizations have received a combined total of \$496,135 toward homelessness outreach initiatives through HPP. Funding recipients were Elevate NWO, Matawa First Nations Management, Norwest Community Health Centres and Lutheran Community Care Centre of Thunder Bay.



-  **305**  
new tenants housed
-  **62**  
people housed from High Needs Homeless waitlist
-  **28,109**  
emergency shelter beds used at shelters receiving ongoing funding
-  **9,568**  
tenant visits by Tenant Support Workers

## Building Connections Forum on Mental Health, Addictions and Homelessness

On October 4 & 5, in partnership with Dilico Anishinabek Family Care, TBDSSAB hosted a community forum on Mental Health, Addictions, and Homelessness. Around 118 participants from over 20 organizations gathered in Thunder Bay to learn about existing services, brainstorm solutions to gaps in service delivery, and connect with other organizations to develop partnerships and discuss further advocacy to achieve solutions. We thank all in attendance for the insight, energy, and willingness to work together that made the event a success. We look forward to continuing to work together.

## Transitional Housing Partnerships

In 2022, TBDSSAB announced multiple funding partnerships with community partners to create transitional and supportive housing spaces.

Highlights:

- \$2.9 million toward capital projects via SSRF announced in February, including 12 new transitional housing spaces with Matawa and 8 with Dilico
- \$2.1 million in SSRF capital funding awarded to Matawa to add 21 new transitional spaces
- \$800,000 via SSRF and TBDSSAB reserve funds awarded to Dilico to add 10 new transitional spaces



**Photos:**

1. Tenant planting a cedar tree at housing celebration, July 2022.
2. Homelessness Outreach Funding recipients, November 2022.
3. Building Connections Forum, October 2022
4. Matawa Capital Funding Announcement, October 2022
5. Housing team members ready for planting day at TBDSSAB properties.

## Homelessness Research & Advocacy

In 2022, TBDSSAB's research team released two reports related to better understanding the pathways to homelessness in the District of Thunder Bay. The results of the 2021 Point in Time Count survey were released in January 2022. In November, TBDSSAB and researchers at Lakehead University shared the results from a research study about Homeless Migration. Results were used in position papers presented by the Board to the Ministry, advocating for more supports.

# COVID-19 Response

## Social Assistance Programs

TBDSSAB delivers social assistance programs, including Ontario Works, throughout the District of Thunder Bay. Our Social Assistance Programs empower people in need to achieve self-sufficiency through financial aid and employment assistance. We also partner with community services to connect our clients with education, training, and community or employment placements.



Ontario launched the Social Services Relief Fund (SSRF) in March 2020 to help protect the health and safety of the province’s most vulnerable during the COVID-19 pandemic.

**Between March 2020 and December 2022, TBDSSAB received a total of \$11,973,296 in funding through SSRF.** This includes \$1.5 million toward isolation and overflow shelters, \$6.3 million on capital projects, and \$1.5 million toward rent and other supports for individuals and families.

The impact of the SSRF funding from April 2020 through December 2022 has allowed for greater investment into programs and services that directly support vulnerable individuals as well as much needed capital investment allowing for the creation of new transitional housing. With the final phase of the SSRF program ending on December 31, 2022, Administration has been planning to continue to address the needs of homelessness and marginally housed individuals throughout the District of Thunder Bay using the Homelessness Prevention Program funding provided through the province of Ontario.

### Emergency Pandemic Fund

Under all phases of SSRF, TBDSSAB continued to provide support to community groups through the establishment of the Community Support Emergency Pandemic Fund (EPF), an application-based initiative that looked to address pressures in all communities through supporting organizations in directly meeting the needs of the most vulnerable. Eligible expenses through the EPF included shelter, community outreach and support, food, transportation, PPE, cleaning supplies, and health and safety costs.

**Between 2020 and 2022, TBDSSAB funded 24 organizations through the EPF—some for more than one initiative— with a total expenditure of \$1,048,007.**

### Going to Work: Employer Incentives Program

Recognizing the burden of staff shortages on employers, TBDSSAB implemented the Going to Work Employer Incentive Program. This program offers tailored training to Ontario Works participants who would then be connected with an employer. When a participant is hired, TBDSSAB provides funding to offset training and orientation costs. TBDSSAB also remains a consistent contact to offer support for the first few months of employment.

In 2022, the Going to Work program connected with 26 employer partners and 22 people were hired.

[Click here](#) for more information about the Going to Work program.

### ID Clinic Partnership with Kinna Aweya

TBDSSAB entered into an exciting new partnership with Kinna Aweya Legal Clinic and their ID services, Awenen Niin.

TBDSSAB funded a staff person from Kinna Aweya to assist low-income individuals with securing birth certificates. In addition to supporting individuals, Kinna Aweya will also be building community capacity to run ID clinics. Several ID clinics were sponsored by TBDSSAB in 2022. Through this partnership with Kinna Aweya, 142 people were able to obtain a birth certificate in 2022.

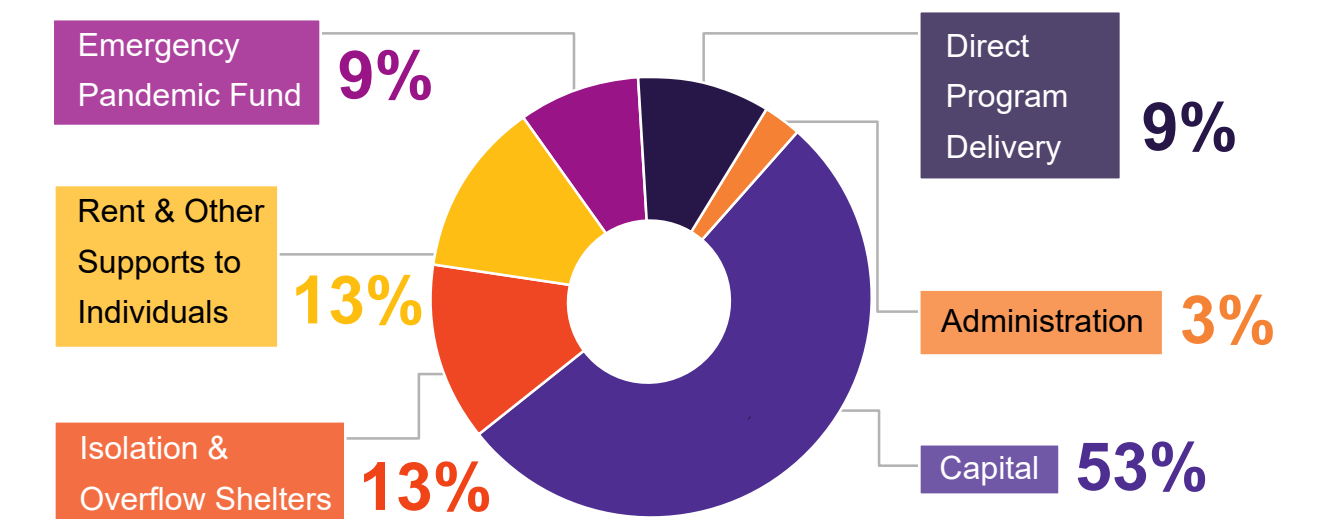
 **2596**  
average monthly caseload

 **22**  
clients employed via Going to Work program

 **61**  
laptops loaned via Laptop Lending Program

 **828**  
exits to employment

### SSRF Expenditures: \$11.98 M





## Green Initiatives



TBDSSAB is committed to being an environmentally friendly organization. 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.

### Paper Reduction

Significant efforts were undertaken over the past four years across the organization to reduce the amount of paper produced, printed, and distributed. Enhanced paperless processes were introduced in 2022 for 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.

### 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.

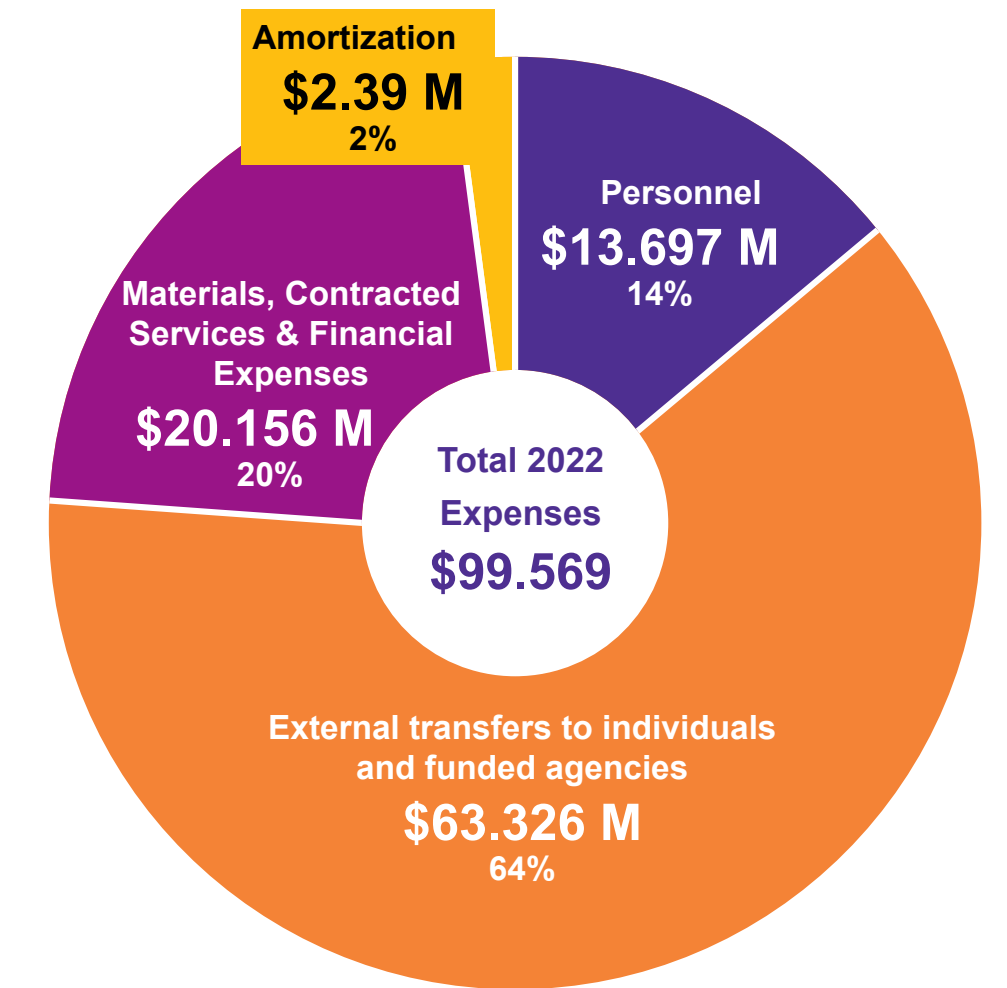
### Neighbourhood Cleaning & Recycling

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.

## Financial Position

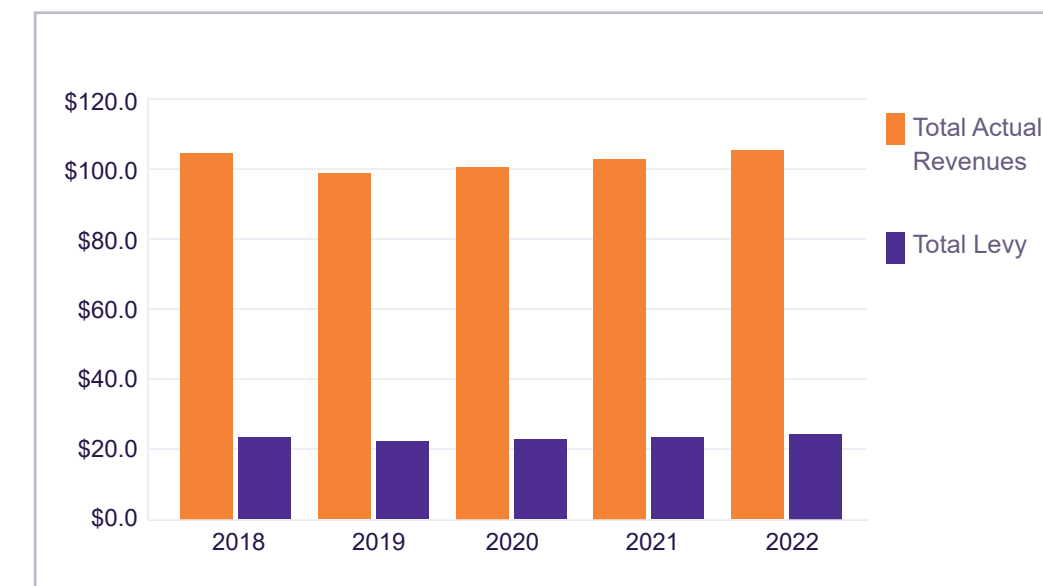
### Balance Sheet

	2022	2021
Cash and Cash Equivalents	22,753,596	22,274,885
Marketable Securities	25,667,769	22,497,071
Client Benefit Advances	1,698,035	1,576,614
Accounts Receivable	2,486,115	1,777,566
<b>Total Financial Assets</b>	<b>52,605,515</b>	<b>48,126,136</b>
Accounts Payable	13,397,599	10,286,565
Deferred Revenue	4,482,442	5,672,528
Long-term Debt	10,722,732	13,593,365
Employee Benefit Obligations	2,974,366	2,856,468
<b>Total Liabilities</b>	<b>31,577,139</b>	<b>32,408,926</b>
<b>Net Financial Assets</b>	<b>21,028,376</b>	<b>15,717,210</b>
Non-Financial Assets	41,517,074	43,279,503
Accumulated Surplus	62,545,450	58,996,713

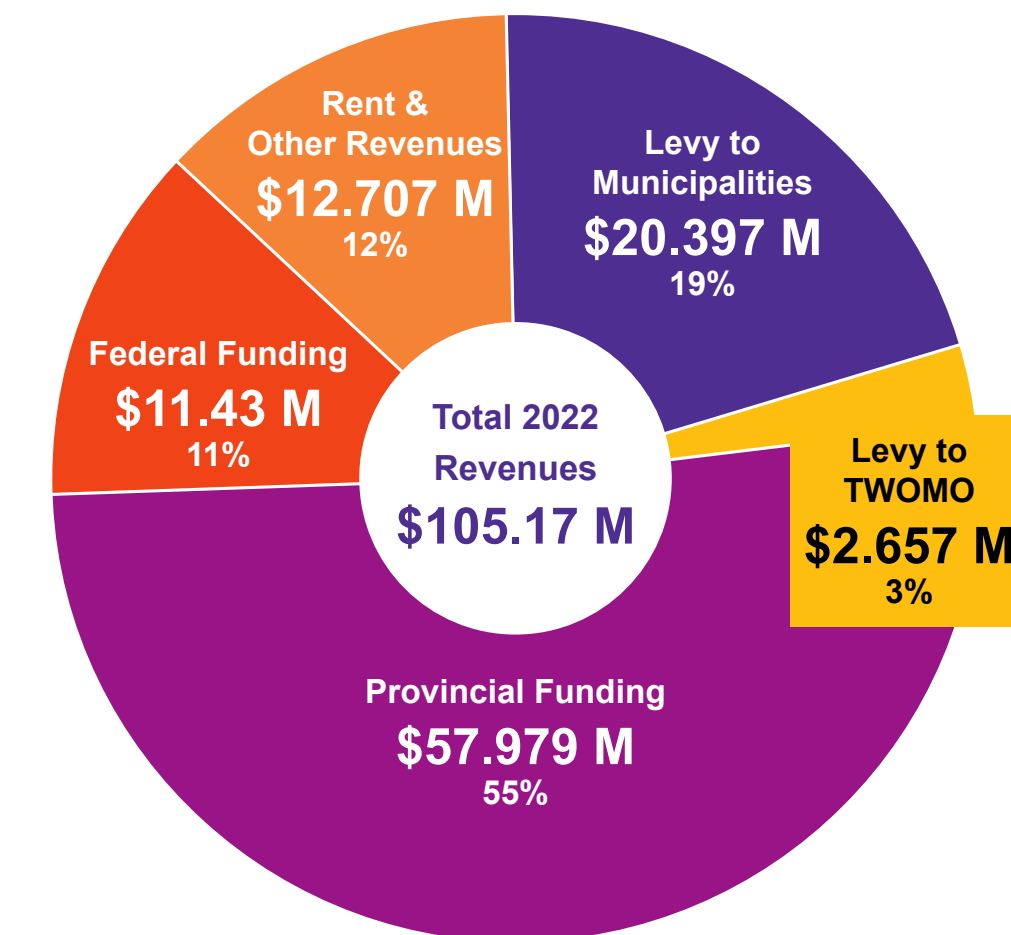


### Municipal and TWOMO Levy vs Total Revenues by Year

in millions



\*TWOMO = Territories Without Municipal Organization



# The District of Thunder Bay Social Services Administration Board

Annual Report | 2022

[tbdssab.ca](http://tbdssab.ca)

