



DATE OF MEETING: JUNE 15, 2023

TIME OF MEETING: 9:00 A.M.

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

CHAIR: KEN BOSHCOFF

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

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

BOARD MEETING

DISCLOSURES OF INTEREST

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 23/54

THAT with respect to the agenda for the Board Regular Session meeting of The District of Thunder Bay Social Services Administration Board for June 15, 2023, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of [Meeting No. 10/2023](#) (Regular Session) and [Meeting No. 11/2023](#) (Closed Session) of TBDSSAB, held on May 18, 2023, respectively, to be confirmed.
(Pages 8 - 16)

Resolution No. 23/55

THAT the Minutes of Meeting No. 10/2023 (Regular Session) and Meeting No. 11/2023 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on May 18, 2023, respectively, be confirmed.

CLOSED SESSION MEETING

Administration recommends that the Board adjourns to a closed meeting relative to receipt of information with respect to personal matters about identifiable individuals, including members of the Administration relative to the CAO Evaluation, relative to solicitor client privilege with respect to TBDSSAB legal opinions and relative to receipt of information with respect to a proposed or pending acquisition or disposition of land by the Corporation relative to the Andras Court Property Lease.

Resolution No. 23/56

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters about identifiable individuals, including members of the Administration regarding to the CAO Evaluation, relative to solicitor client privilege with respect to TBDSSAB legal opinions and relative to receipt of information with respect to a proposed or pending acquisition or disposition of land by the Corporation regarding the Andras Court Property Lease.

REPORTS OF ADMINISTRATION

Andras Court Property Lease

[Report No. 2023CS-06](#) (Integrated Social Services Division) relative to providing the Board with TBDSSAB's recommendation provided in the Closed Session meeting, for consideration.

Resolution No. 23/57

THAT with respect to Report No. 2023CS-06 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

Ontario Works Service Plan Addendum

[Report No. 2023-24](#) (Integrated Social Services Division) relative to providing the Board with the Ontario Works Service Delivery Plan Addendum for the 2023 planning cycle required by the Ministry of Children, Community and Social Services, for consideration. **(Page 17 - 55)**

Resolution No. 23/58

THAT with respect to Report No. 2023-24 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2023 Ontario Works Service Plan Addendum, as presented;

AND THAT we direct the Chief Administrative Officer to submit the approved 2023 Ontario Works Service Plan Addendum to the Ministry of Children, Community and Social Services.

**Post Mortgage Community Housing
Funding Direction**

[Report No. 2023-25](#) (Integrated Social Services Division) providing the Board with information regarding the ongoing support of community housing provided through non-profit housing providers and a proposed new funding direction post mortgage expiry, for consideration. **(Page 56 - 63)**

Resolution No. 23/59

THAT with respect to Report No. 2023-25 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the post mortgage community housing funding direction for non-profit housing providers as recommended;

AND THAT this new funding direction be incorporated into the Community Housing Initiated Agreement Template for post mortgage operating agreements with non-profit housing providers;

AND THAT Administration be authorized to negotiate the post mortgage community housing funding model with non-profit providers that have reached, or will soon reach, the expiry of mortgage terms.

Community Housing Initiated Agreement Template

[Report No. 2023-26](#), (Corporate Services Division) providing the Board with a Community Housing Initiated Agreement template to establish agreements with non-profit housing providers post-mortgage expiry, for consideration. **(Pages 64 - 88)**

Resolution No. 23/60

THAT with respect to Report No. 2023-26 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (the Board), approve the Community Housing Initiated Agreement template for post-mortgage operating agreements with non-profit housing providers;

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

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

Proposed Budget Schedule

[Report No. 2023-27](#) (Corporate Services Division) relative to providing the Board with TBDSSAB's proposed 2024 Budget Schedule, for consideration. **(Page 89 - 91)**

Resolution No. 23/61

THAT with respect to Report No. 2023-27 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Budget Schedule as presented.

Proposed Meal Allowance Rates

[Report No. 2023-28](#) (Corporate Services Division) relative to providing the Board with information and Administrations recommendation regarding the revised Meal Allowances per diem rates in accordance with Policy CS-02:85 - Travel and Business Expense, for consideration. **(Page 92 - 94)**

Resolution No. 23/62

THAT with respect to Report No. 2023-28 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the revised Meal Allowance rates as presented, effective July 1, 2023.

Association of Municipalities of Ontario
Position Papers

[Report No. 2023-29](#), (CAO Division) providing the with the position papers for the 2023 Association of Municipalities Ontario (AMO) Annual Conference, for consideration.
(Pages 95 - 103)

Resolution No. 23/63

THAT with respect to Report No. 2023-29 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the Association of Municipalities Ontario (AMO) 2023 Position Papers as presented;

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

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

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

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

Advocacy to Federal Government

Discussion to be held relative to advocacy to the Federal government, for information only.

Cancellation of July Board Meeting

Memorandum from Bill Bradica, CAO dated June 2, 2023 providing Administration's recommendation to cancel the TBDSSAB July Board meeting, for consideration.
(Page 104)

Resolution No. 23/64

THAT with respect to the Memorandum dated June 2, 2023 from William Bradica, Chief Administrative Officer, we approve the cancellation of the July Board Meeting scheduled for Thursday July 20, 2023;

AND THAT notice of the cancellation be posted on The District of Thunder Bay Social Services Administration Board website.

Signing Authority for Summer Months

Memorandum from Bill Bradica, CAO dated June 1, 2023 relative to requesting the Board's approval for signing authority during the summer months, for consideration. **(Page 105)**

Resolution No. 23/65

THAT with respect to the recommendation of Administration relative to any urgent items that require Board approval for the months of July, August and the beginning of September, we authorize the Chief Administrative Officer and the Chair, or Vice Chair in the absence of the Chair, to sign any required documents with respect to items included in the approved 2023 Budget that exceed \$450,000;

AND THAT we authorize the Board Chair and Vice-Chair to review and approve for signing, any items outside of the approved 2023 Budget that are time sensitive;

AND THAT a Report be presented to the Board at the September Board meeting outlining any such items for the Board's information.

Amendment to Board Meeting Start Time

Memorandum from Bill Bradica, CAO dated June 2, 2023 relative to providing information recommending the amendment to the Board meeting start time, for consideration. **(Page 106)**

Resolution No. 23/66

THAT further to the memorandum from William Bradica, CAO, dated June 2, 2023 and the discussion held by the Board, the start time of the regularly scheduled meetings of The District of Thunder Bay Social Services Administration Board for the year 2023 be held at the TBDSSAB Headquarters in the City of Thunder Bay and/or via Microsoft Teams beginning at _____ a.m./p.m.

CORRESPONDENCE

BY-LAWS

First and Final Reading

Resolution No. 23/67

1. A By-law to authorize the form of agreement to be executed by The District of Thunder Bay Social Services Administration Board and approved service providers for the provision of services related to Community Housing Initiated Agreements between TBDSSAB and approved non-profit housing providers following mortgage expiry.

Explanation: A By-law to authorize the form of agreement related to Community Housing following non-profit housing providers mortgage expiry.

Authorization: Board Meeting 2023Jun15

BY-LAW NUMBER xx – 2023

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, September 21, 2023 at a time to be determined, in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 23/68

THAT the Board Meeting No. 12/2023 of The District of Thunder Bay Social Services Administration Board, held on June 15, 2023, be adjourned at _____ a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 10/2023
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: May 18, 2023

TIME OF MEETING: 9:00 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
Kathleen Lynch
Elaine Mannisto
Dominic Pasqualino
Mark Thibert

REGRETS:

Kasey Etreni
Brian Hamilton
Greg Johnson
Jim Moffat
Jim Vezina

OFFICIALS:

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

GUESTS:

Roxanne Brunelle Crupi, Manager, Human Resources
Crystal Simeoni, Manager, Housing Programs
Keri Greaves, Manager, Finance
Jennifer Lible, Manager, Social Services Programs
Louise Piercey, Manager, Child Care & Early Years Programs
Michelle Wojciechowski, Manager, Intake & Eligibility
Aaron Park, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement
Larissa Jones, Communications Assistant

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

BOARD MEETING

NEW BUSINESS

On consensus the topic of advocacy for federal funding to be added to the Agenda for the June 15, 2023 Board Meeting.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 23/47

Moved by: Albert Aiello
Seconded by: Nancy Gladun

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 May 18, 2023, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 08/2023 (Regular Session) and Meeting No. 09/2023 (Closed Session) of TBDSSAB, held on April 20, 2023, were presented for confirmation.

Resolution No. 23/48

Moved by: Kathleen Lynch
Seconded by: Dominic Pasqualino

THAT the Minutes of Meeting No. 08/2023 (Regular Session) and Meeting No. 09/2023 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 20, 2023, respectively, be confirmed.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to which a council, board, committee or other body may hold a closed meeting under another statute regarding the Homelessness Prevention Program – Capital Funding for New Housing Project and relative to receipt of information with respect to personal matters about an identifiable individual, including members of the Administration relative to the CAO performance evaluation.

Resolution No. 23/49

Moved by: Albert Aiello
Seconded by: Nancy Gladun

THAT the Board adjourns to a closed meeting relative to receipt of information with respect to which a council, board, committee or other body may hold a closed meeting under another statute regarding the Homelessness Prevention Program Capital Funding for New Housing Project and relative to receipt of information with respect to personal matters about an identifiable individual, including members of the Administration relative to the CAO performance evaluation.

CARRIED

At 9:23 a.m. the meeting reconvened in Regular Session with all members of Administration in attendance.

REPORTS OF ADMINISTRATION

Homelessness Prevention Program – Capital Funding for New Housing Project

Report No. 2023CS-05, (Integrated Social Services Division) was presented to the Board providing information regarding the planned project and the proposed capital funding plan to support the development of this project which was presented in Closed Session.

Resolution No. 23/50

Moved by: Elaine Mannisto
Seconded by: Nancy Gladun

THAT with respect to Report No. 2023CS-05 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session;

AND THAT the Board authorize the Chief Administrative Officer to execute any Agreements and other documents related thereto;

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

CARRIED

Housing Income and Asset Limits Policy

Report No. 2023-20 (Corporate Services Division) relative to providing the Board with a draft Housing Income and Asset Limit Policy, for consideration.

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

Resolution No. 23/51

Moved by: Meghan Chomut
Seconded by: Dominic Pasqualino

THAT with respect to Report No. 2023-20 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft Housing Income and Asset Limit Policy as attached;

AND THAT the Chief Administrative Officer be authorized to amend the Housing Income and Asset Limit Policy with respect to housekeeping items, as may be required from time to time.

CARRIED

TBDSSAB 1st Quarter Operational Report

Report No. 2023-21 (Integrated Social Services Division) was presented to the Board providing information containing the trends within TBDSSAB programs and services.

TBDSSAB 1st Quarter Strategic Plan Update

Report No. 2023-22 (Chief Administrative Officers Division) was presented to the Board providing the quarterly update on the Strategic Plan 2023 progress as at March 31, 2023.

Resolution No. 23/52

Moved by: Albert Aiello
Seconded by: Nancy Gladun

THAT with respect to Report No. 2023-22 (Chief Administrative Officer Division), we, The District of Thunder Bay Social Services Administration Board, receive the 2023 Strategic Plan – 2023 First Quarter Update for information only.

CARRIED

TBDSSAB 1st Quarter Financial Report

Report No. 2023-23 (Corporate Services Division) was presented to the Board providing the 2023 First Quarter Financial Report, and projection to year-end as well as progress of Key Performance Indicators.

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

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

Jennifer Lible, Manager, Social Assistance Programs responded to questions.

CORRESPONDENCE

Rural Ontario Municipal Association Annual General Meeting

Correspondence from the Honourable Steve Clark, Minister of Municipal Affairs and Housing relative to the meeting held during the Rural Ontario Municipal Association AGM, for information only.

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

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, June 15, 2023 at 9:00 a.m., in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 23/53

Moved by: Elaine Mannisto
Seconded by: Meghan Chomut

THAT the Board Meeting No. 07/2022 of The District of Thunder Bay Social Services Administration Board, held on May 18, 2023, be adjourned at 9:50 a.m.

CARRIED

Chair

Chief Administrative Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 11/2023
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: May 18, 2023

TIME OF MEETING: 9:09 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
Kathleen Lynch
Elaine Mannisto
Dominic Pasqualino
Mark Thibert

OFFICIALS:

Bill Bradica, Chief Administrative Officer
Georgina Daniels, Director, Corporate Service Division
Ken Ranta, Director, Integrated Social Services Division
Glenda Flank, Recording Secretary

GUESTS:

Roxanne Brunelle Crupi, Manager, Human Resources
Crystal Simeoni, Manager, Housing Programs
Larissa Jones, Communications Assistant

REGRETS:

Kasey Etreni
Brian Hamilton
Greg Johnson
Jim Moffat
Jim Vezina

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

BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

Homelessness Prevention Program – Capital Funding for New Housing Project

Report No. 2023CS-05, (Integrated Social Services Division) was presented providing the Board with information and Administration's recommendation regarding the Homelessness Prevention Program Transfer Payment and Investment Plan 2023-24.

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

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

On consensus, the resolution to be provided in Regular Session.

At 9:18 a.m. Bill Bradica, CAO, Ken Ranta, Director, Integrated Social Services Division, Georgina Daniels, Director, Corporate Services Division, Larissa Jones, Communications Assistant and Glenda Flank, Recording Secretary left the meeting and Roxanne Brunelle Crupi, Manager, Human Resources joined the meeting.

Chief Administrative Officer 2022 Performance Evaluation

Verbal update was provided by Ken Boshcoff, Chair regarding the CAO performance evaluation.

Roxanne Brunelle Crupi, Manager, Human Resources responded to questions, provided further information and provided clarification.

At 9:23 a.m. Bill Bradica, CAO, Ken Ranta, Director, Integrated Social Services Division, Georgina Daniels, Director, Corporate Services Division, Larissa Jones, Communications Assistant and Glenda Flank, Recording Secretary joined the meeting.

ADJOURNMENT

Resolution No. 23/CS05

Moved by: Kathleen Lynch
Seconded by: Elaine Mannisto

THAT the Board (Closed Session) Meeting No. 11/2023 of The District of Thunder Bay Social Services Administration Board, held on May 18, 2023, be adjourned at 9:23 a.m., to reconvene in Open Session to consider the remaining agenda items.

CARRIED

Chair

Chief Administrative Officer



BOARD REPORT

REPORT No.: 2023-24

MEETING DATE: JUNE 15, 2023

SUBJECT: 2023 ONTARIO WORKS SERVICE PLAN ADDENDUM

RECOMMENDATION

THAT with respect to Report No. 2023-24 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2023 Ontario Works Service Plan Addendum, as presented;

AND THAT we direct the Chief Administrative Officer to submit the approved 2023 Ontario Works Service Plan Addendum to the Ministry of Children, Community and Social Services.

REPORT SUMMARY

This report outlines The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) Ontario Works Service Delivery Plan Addendum (Addendum) for the 2023 planning cycle as required by the Ministry of Children, Community and Social Services (MCCSS).

BACKGROUND

Service System Managers who have not yet transitioned under Employment Services Transformation are required to submit a 2023 Addendum to the 2021-2022 Ontario Works Service Delivery Plan to MCCSS. Administration has prepared the draft Addendum for review and approval prior to submitting it to the MCCSS.

The Addendum outlines TBDSSAB's servicing plan under the following categories for the 2023 planning cycle:

1. Social Assistance (SA) Service Delivery

- Accelerated digital delivery solutions
- Centralized and automated delivery
- Risk-based eligibility review
- Access to employment and training.

2. Improving Employment Outcomes

- Articulating how the TBDSSAB will meet the 3% improvement target.

3. Leverage Local Economic Development

- Describing the activities and approaches to collaborate with local economic organizations, employers, and other stakeholders to connect social assistance clients to available skills training, work experience and jobs.

4. Develop and Maintain Local Community Service Partnerships

- Demonstrating strategies used to strengthen the relationship with local community providers to specifically address long-term recipients of social assistance and marginalized or disadvantaged groups.

5. Strengthen Program Accountability

- Describing the program control for greater delivery and financial accountability.

COMMENTS

This Report includes internal as well as external data obtained through broad research and review. The external data is an important component of service system planning as Administration endeavors to maintain a current understanding of environmental factors potentially influencing service delivery and client performance outcomes.

The draft Addendum provides an overview of the Board's achievements over the 2021-2022 service cycle, the environmental factors influencing service delivery and client outcomes, and the service delivery strategy for 2023.

STRATEGIC PLAN IMPACT

Service Planning for 2023 is in line with Objective #22 of the TBDSSAB Strategic Plan to exceed the Provincial average of exits to employment.



FINANCIAL IMPLICATIONS

There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that the draft 2023 Ontario Works Service Plan Addendum be approved as presented and submitted to the Ministry of Children, Community and Social Services.

REFERENCE MATERIALSAttachment #1 [DRAFT 2023 Ontario Works Service Plan Addendum](#)

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

Ontario Works Service Plan Addendum Template

2023

**For Non-Employment Services Transformation (EST)
Consolidated Municipal Service Managers (CMSMs)
District Social Services Administration Boards (DSSABs)**



Table of Contents

ONTARIO WORKS SERVICE PLAN TEMPLATE	1
Section 1: Ontario Works Priorities.....	1
Section 2: Environmental Scan	3
Section 3: Program Management	29

ONTARIO WORKS SERVICE PLAN TEMPLATE

Note: This template allows delivery partners to provide updates on services provided to support the 2021 Ministry priorities. This includes details on progress made, changes to current services, and or new initiatives being undertaken in year 3 (2023) during this extended period.

Delivery Partner:

The District of Thunder Bay Social Services Administration Board (TBDSSAB)

For year three: 2023

Section 1: Ontario Works Priorities

Ministry Priorities
<p>Ontario Works delivery partners play a key role in delivering on many of the government's priorities and have the ability to leverage provincial investments in infrastructure, employment, education, and social services to create new opportunities for clients. The Service Plan provides an opportunity for delivery partners to demonstrate linkages between local service delivery and Ministry priorities.</p> <p><i>Enter specific activities and strategies here to address the following key Ministry priorities in 2023 to support a better client experience, outcomes, and system efficiencies.</i></p>
<p>1. Social Assistance (SA) Service Delivery</p> <ul style="list-style-type: none">• Accelerated digital delivery solutions• Centralized and automated delivery• Risk-based eligibility review• Access to employment and training. <p>TBDSSAB developed a general mailbox for applicants/participants to submit information to their Caseworker and continues to promote the use of My Benefits. During 2023, Administration will be exploring text options to support communication based on client preferences.</p> <p>TBDSSAB continues to work with Centralized Intake and is streamlining local processes to ensure the applicant has a positive experience. In April 2023, all staff participated in refresher training on processes and service delivery.</p> <p>Due to the COVID pandemic, TBDSSAB changed to a risk-based grant strategy and continues to employ this method of delivery.</p> <p>TBDSSAB continues to provide training and employment opportunities for participants of OW. In the fall of 2021, a pilot partnership was launched with a hotel to support entry</p>

into the workforce. Participants are referred to TBDSSAB Workshop Coaches who assist the participant in several training programs including WHMIS, Service Excellence, and Interview Skills. A new resumé and cover letter are completed and the participant practices interview skills. Once the participant has completed this work, their resumé is submitted to the hotel for an interview.

In July 2022, the program was named the Going to Work program and there was an addition of a Job Developer to support access to employment opportunities with more employers. To date, there have been 27 employer partnerships formed, 32 participants have been hired and \$6,388 in employment incentives paid to partner employers.

2. Improving Employment Outcomes

- *As outlined in the Ministry's memo, the Ministry is establishing a 3% improvement to the employment outcome target, where feasible, to encourage continuous improvement within the program. Articulate how the 3% improvement target will be met for 2023.*

TBDSSAB has set exits to employment as an internal Key Performance Indicator (KPI). TBDSSAB's Strategic Plan 2020-2023 KPI for this outcome is to have the percentage of caseload exiting for employment exceed the Provincial average. According to the performance report, 1.11% of caseload exited for employment for the Provincial average and 1.33% exited the TBDSSAB's caseload for 2022.

3. Leverage Local Economic Development

- *Describe the activities and approaches to collaborate with local economic organizations, employers, and other stakeholders to connect SA clients to available skills training, work experience and jobs.*

The Going to Work program partners with local employers and provides job postings to applicants. Support is provided to the client to prepare for the interview and position. Once the applicant is hired, TBDSSAB provides funds to the employer to offset training costs and to reduce barriers to hiring. Ongoing support for the client and relationship building with the employer help to support the success of the program. To date, TBDSSAB has placed 32 SA clients into employment through this initiative.

4. Develop and Maintain Local Community Service Partnerships

- *Demonstrate strategies used to strengthen the relationship with local community providers to specifically address long-term recipients of SA and marginalized or disadvantaged groups.*

TBDSSAB continues to work with St Joseph's Care Group Behavioral Health Sciences to have participants access various types of assessments in order to ascertain the types of barriers that are preventing them from moving forward. Often these assessments are used to add additional information to strengthen the Disability Determination Package.

We continue to partner with Confederation College and Lakehead Adult Education Centre to offer educational choices for participants to move forward with their employment goals. Confederation College has campuses in Greenstone and Marathon and offers distance education through the District of Thunder Bay. As well, Lakehead Adult Education Centre offers distance education through out the District of Thunder Bay. A Confederation College program is offered on site at TBDSSAB headquarters facilitating easy access to training and education and removing barriers that may prevent uptake.

5. Strengthen Program Accountability

- *Describe the program control for greater delivery and financial accountability.*

TBDSSAB Administration continues to review files each month that are randomly identified using the CRS100M-Integrated Case Summary Consolidated SDA Report. This is in addition to financial controls reviewed by Corporate Service Division. The objective is to achieve 0% non-compliance and to ensure accountability for the program delivery.

Section 2: Environmental Scan

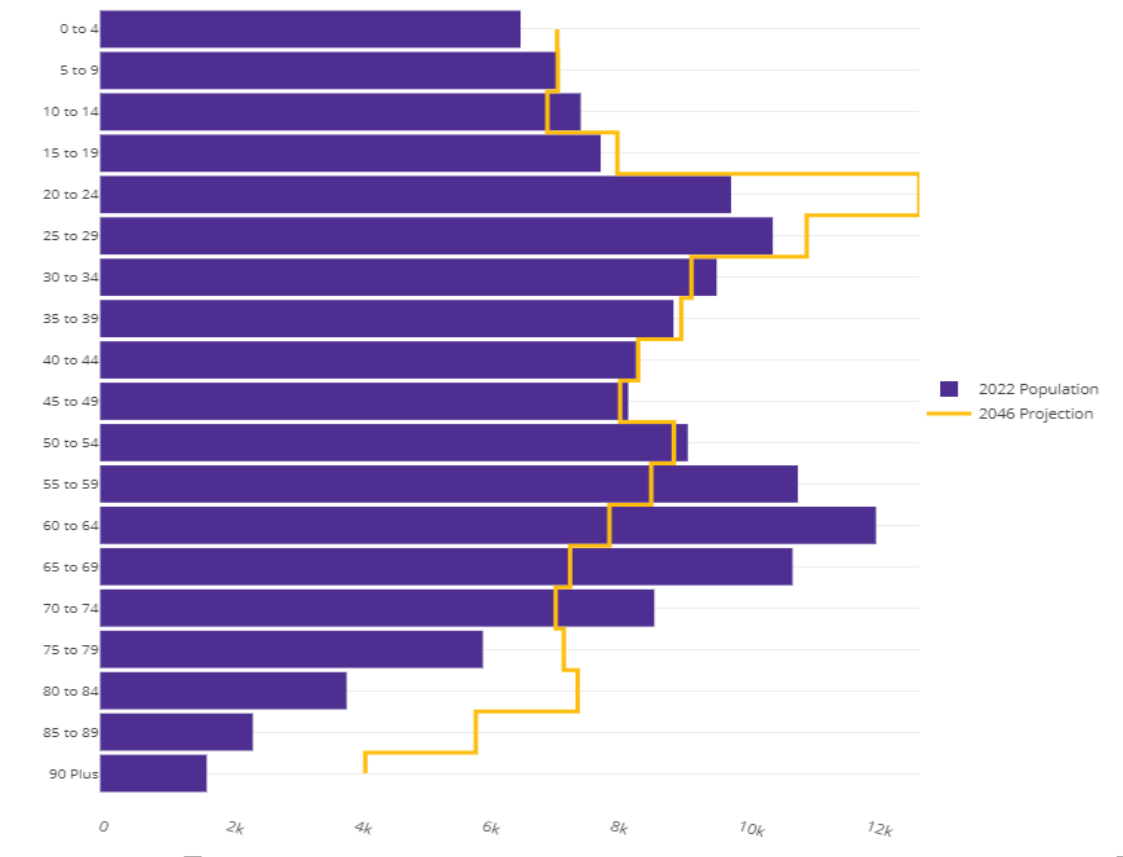
External Influences
<i>Updates to external influences such as political climate, social and economic environment, demographic trends, geographic, and climate-induced influences.</i>
<p><u>Political</u> In accordance with the <i>District Social Services Administration Board Act 1990</i>, TBDSSAB represents 15 member municipalities and the unincorporated areas. The Board is comprised of 13 board members appointed by the municipalities, and one elected member representing the Territories without Municipal Organization (TWOMO).</p> <p><u>Demographic Shifts in Population</u> TBDSSAB’s service area spans a geographic area of 103,723 square km and covers a population of 146,862 persons. According to 2021 Census data, the District of Thunder Bay’s population remained relatively stable, with a slight increase in population of 0.6% from the 2016 census. During this same period, the population of Ontario increased by 5.8%.¹</p> <p>Census information shows an aging population in the North. The percentage of the population aged 65 and older in Ontario was 18.5% in 2021, while in the District of Thunder Bay this demographic represented 21.9% of the population, which is a 12.9% increase from 2016.²</p>

¹ Source: Statistics Canada, 2021 Census of Population.

² Ibid.

The Ministry of Finance projects the senior population will continue to grow into 2046 with the aging of the boomer generation. By 2032, the 65+ population is predicted to make up 26.7% of the population of the District of Thunder Bay and then decrease to 25.6% by 2046.³

Figure 1
Ministry of Finance Population 2022 and 2046 Projection



Although the population in Northwestern Ontario is relatively stable overall, the Indigenous population is increasing, is younger than the overall population in the District of Thunder Bay and represents a considerable percentage of Northwestern Ontario’s population. The percentage of persons in the District of Thunder Bay reporting Indigenous Identity was 16.2% in 2021, a 6.4% increase from 2016, and significantly higher than the overall Ontario percentage of 2.9%. It is important to note that while the number of people with Indigenous identity has increased in the District of Thunder Bay, it is possible that could be attributed to more participation in the census or more people electing to identifying as Indigenous. “Two main factors have contributed to the growing Aboriginal population: the first is natural growth, which includes increased life expectancy and relatively high fertility rates. The second factor relates to changes in

³ Ministry of Finance Population Projections 2021-2046, July 2022.

self-reported identification. Put simply, more people are newly identifying as Aboriginal on the census—a continuation of a trend over time.”⁴

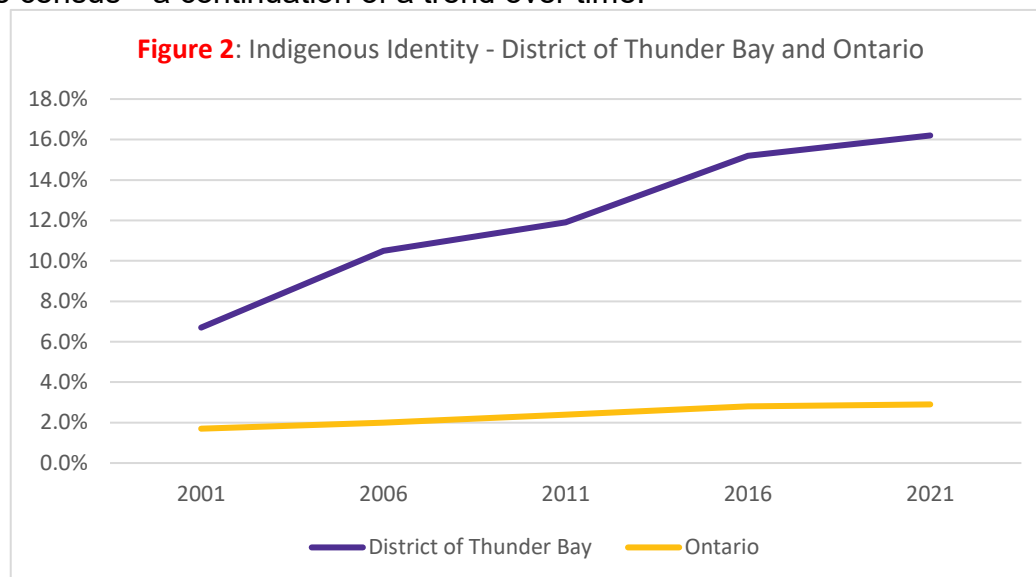


Figure 3: % of Population Identifying as Indigenous

Municipality	2016	2021	% chg. From 2016-2021
Conmee	4.3%	8.1%	88.4%
Dorion	16.4%	14.6%	-11.0%
Gillies	7.6%	11%	44.7%
Greenstone	31.8%	32.9%	3.5%
Manitouwadge	10.9%	9.9%	-9.2%
Marathon	12.7%	17.9%	40.9%
Neebing	4.1%	8.7%	112.2%
Nipigon	28.3%	25.2%	-11.0%
O'Connor	1.6%	4.8%	200.0%
Oliver Paipoonge	8.4%	7.0%	-16.7%
Red Rock	18.3%	21.1%	15.3%
Schreiber	7.6%	7.6%	0.0%
Shuniah	4.9%	8.8%	79.6%
Terrace Bay	9.1%	12.7%	39.6%
Thunder Bay City	12.8%	14.1%	10.2%
TWOMO	10.5%	13.0%	23.8%
District of Thunder Bay Total	15.2%	16.2%	6.6%
Ontario	2.8%	2.9%	3.6%

⁴ Statistics Canada, Aboriginal Peoples in Canada: Key Results from the 2016 census.

As of the 2021 Census, 57.9% of the District of Thunder Bay's Indigenous population was under the age of 35, compared to 52.5% in Ontario overall.⁵ The average age of the Indigenous population in the District of Thunder Bay is 32.4 years compared to 42.5 years average for the non-Indigenous population. It is expected that the number of Indigenous applicants will continue to increase due to the percentage of population and the high in-migration of persons from First Nation communities into municipalities across the District seeking education, employment, and other opportunities.

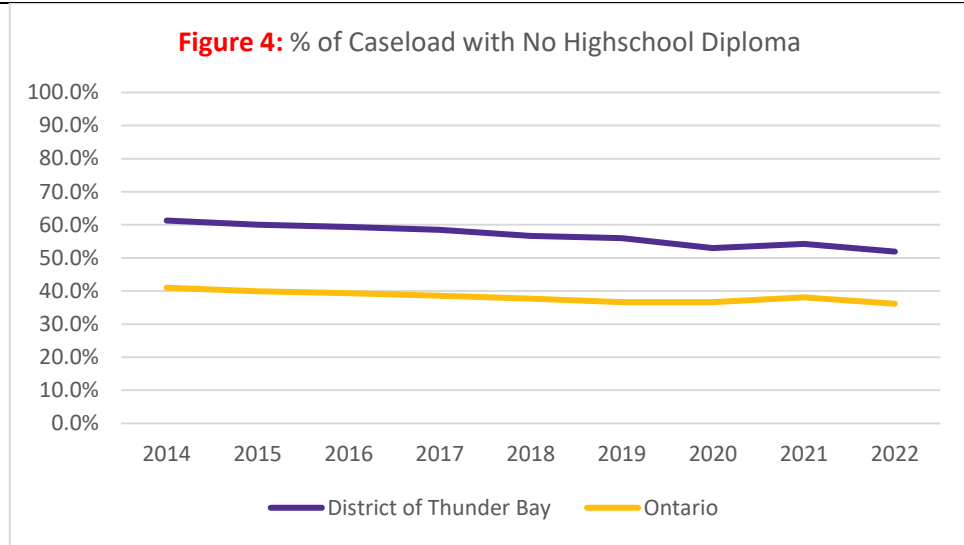
The education levels of Northern Ontario residents tend to be lower than Ontario residents as a whole as there are more job opportunities in trades than in the South. Northern Ontario residents have a higher percentage of people with less than a high school diploma as 20.7% of people in the District of Thunder Bay have no certificate, diploma, or degree, compared to 16.7% of people within Ontario, and a lower percentage of people with a university degree (20.6% in the District of Thunder Bay compared to 29.9% in Ontario as a whole).⁶ Given the increasing pool of persons looking for work, there is a tendency for employers to look beyond basic qualifications, causing people without basic education to have limited opportunities and to face the greatest barriers to accessing the work force.

Since 2014, an average of 57% of TBDSSAB OW recipients are without a secondary school diploma which demonstrates a need to upgrade education, social, and job skills to be able to secure sustainable employment. As a result, at the Thunder Bay delivery site, TBDSSAB continues to partner with the Lakehead District School Board to assist participants in obtaining their high school diploma, and Confederation College for an equivalency diploma and/or to obtain basic to intermediate computer skills. Throughout other areas of the District, participants are referred to the nearest education or literacy program, as appropriate. As of September 2022, 51.9% of the District of Thunder Bay's OW caseload was without a secondary school diploma, 15.8% higher than the OW provincial average.⁷

⁵ Statistics Canada. 2021 Census of Population.

⁶ Ibid.

⁷ Caseload at a Glance Report, SAMS



Crime

Challenges in obtaining employment are significant for those with criminal records and this challenge is compounded by the presence of substance use issues or concurrent disorders. The crime severity index (CSI) includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes, and is weighed based on severity of crimes. The Thunder Bay census metropolitan area (CMA) CSI value for 2021 is 45.1 points higher than the overall province of Ontario and 27.61 points higher than the national score. Thunder Bay CMA recorded the highest violent CSI among Canadian CMAs in 2021 at 176.3.⁸

Figure 5: Crime Severity Index Over Time

	Crime Severity Index			% Change
	Thunder Bay	Ontario	Canada	Thunder Bay
2016	83.84	53.29	72.0	4.68
2017	86.55	56.35	73.6	3.23
2018	99.09	60.4	75.6	14.49
2019	101.79	60.99	79.8	2.72
2020	94.86	55.47	73.4	-6.81
2021	101.31	56.21	73.7	6.8

⁸ Statistics Canada. Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories, and Census Metropolitan Areas](#)

While the COVID-19 pandemic had an impact on police reported crime across Canada⁹, the CSI for the Thunder Bay CMA increased by 6.8% from 2020 to 2021 with the end of pandemic measures.¹⁰

Within the context of family violence, in 2021, the Thunder Bay CMA had a rate of 395 victims of police-reported family violence per 100,000 residents. the seventh highest rate of CMAs in Canada. This has increased from the 2019 rate of 289 victims per 100,000 residents and puts the Thunder Bay CMA above the Canadian average of 337 victims per 100,000. When split by reported gender, the rate of family violence is 562 per 100,000 women and 225 per 100,000 for men. Women are 2.5 times more likely to be the victims of police-reported family violence in Thunder Bay.¹¹ Police-reported family violence overall has increased slightly (4.4%) since before the pandemic for Canada overall in 2021, while it increased 36.7% in the Thunder Bay CMA.¹²

In 2021/2022, Indigenous adults were over-represented in admissions to provincial and territorial correctional services, as they accounted for 31.1% of admissions to correction services, an increase from 30.4% in 2018/2019.¹³ There are two provincial correctional facilities in Thunder Bay. In the 2021 census, the census metropolitan area of Thunder Bay had 14.1% of the population that identify as Indigenous,¹⁴ which is less than half the rate of Indigenous adults who are admitted to correction facilities.

Opioid Use

As of 2021, the Thunder Bay District Health Unit (TBDHU) catchment area has among the highest rate of opioid-related deaths in Ontario (78.8 per 100,000 residents compared to the Ontario average of 19.2), which increased 82.1% from 2020.¹⁵

In 2021, the number of emergency department visits for opioid-related illness in the Northwest LHIN area increased 76.6% from 2020; opioid-related deaths increased 79.5%.¹⁶ In the District of Thunder Bay, paramedic calls for opioid overdoses have been increasing over time but saw a sharp 52.8% increase in 2021.¹⁷

⁹ Statistics Canada, Canadian Centre for Justice Statistics. "Police Reported Crime Statistics in Canada 2020." <https://www150.statcan.gc.ca/n1/pub/85-002-x/2021001/article/00013-eng.htm#a7>

¹⁰ Statistics Canada. Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories, and Census Metropolitan Areas](#)

¹¹ Statistics Canada. [Table 35-10-0200-01 Family and non-family victims of police-reported violent crime and traffic offences causing bodily harm or death, by age and gender of victim](#)

¹² Ibid.

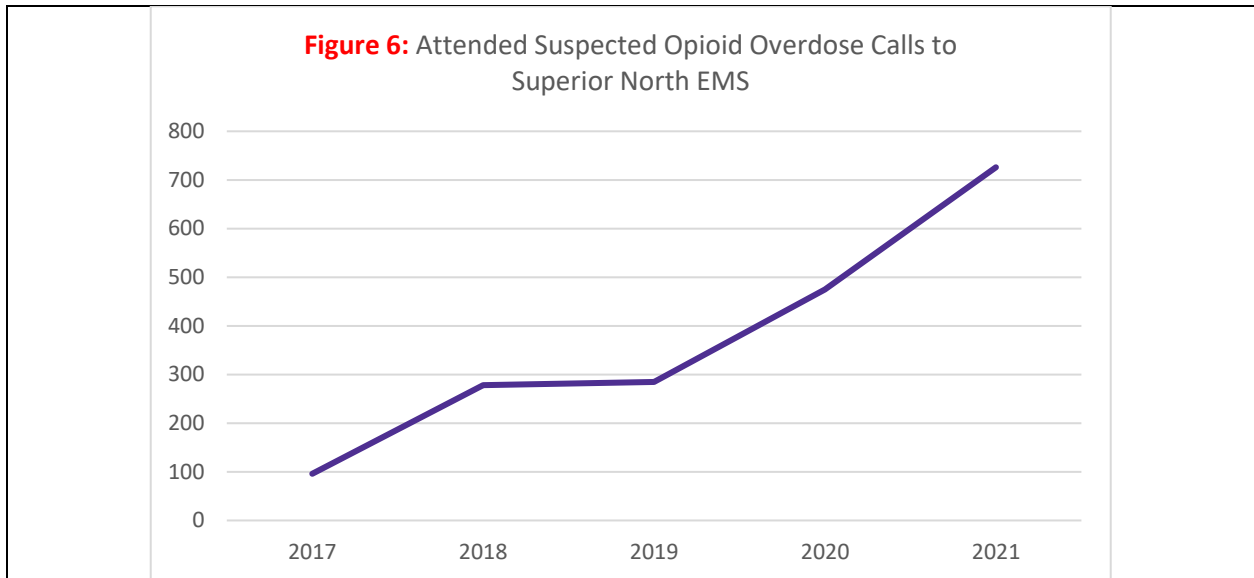
¹³ Statistics Canada, Canadian Centre for Justice Statistics, Adult Correctional Services Survey, Integrated Correctional Services Survey and Canadian Correctional Services Survey, 2021/2022.

¹⁴ Source: Census profiles 1996-2021

¹⁵ Ontario Agency for Health Protection and Promotion (Public Health Ontario). Interactive Opioid Tool. Toronto, ON: Queen's Printer for Ontario; 2020. Available from: <https://www.publichealthontario.ca/en/data-and-analysis/substance-use/interactive-opioid-tool>

¹⁶ Ontario Agency for Health Protection and Promotion (Public Health Ontario). Interactive Opioid Tool. Toronto, ON: Queen's Printer for Ontario; 2020. Available from: <https://www.publichealthontario.ca/en/data-and-analysis/substance-use/interactive-opioid-tool>

¹⁷ The District of Thunder Bay Health Unit Opioid Information <https://www.tbdhu.com/opioidinfo>



Access to Health Care and Healthy Food

The Canadian Public Health Association defines the social determinates of health as, “the social and economic factors that influence people’s health.”¹⁸ According to the World Health Organization, “social determinants of health are mostly responsible for health inequities – the unfair and avoidable differences in health status seen within and between countries.”¹⁹ Social determinates of health typically include income, education, employment/unemployment, early childhood development, food insecurity, housing, social exclusion, social safety net, health services, Aboriginal status, gender, race and disability. Residents in the District of Thunder Bay face many health inequities due to numerous and interconnected issues including access to healthcare.

Health services are funded? primarily by Ontario Health, formerly the North West Local Health Integration Network (NWLHIN). There is 1 regional hospital, and 1 rehabilitation hospital in the City of Thunder Bay, and 5 community hospitals located in Greenstone, Manitouwadge, Marathon, Nipigon, and Terrace Bay.²⁰

As of 2019, in the NWLHIN (now Ontario Health) service area only 27.7% of people 16 years or older were able to see their family doctor (or someone else in the office) on the same day or the next day when sick; this is 12.9% lower than the provincial average. 88.3% of people 16 years or older have access to a family doctor or other primary care provider (decreased from 91.5%) which is 5% lower than the provincial average. Both statistics rank the second lowest in Ontario.²¹ The NWLHIN had reported 7.02 practicing psychiatrists per 100,000 people, compared to 15.2 per 100,000 for Ontario as a whole, and Toronto with 61 per 100,000 people in 2013.²²

¹⁸ <https://www.cpha.ca/what-are-social-determinants-health>

¹⁹ https://www.who.int/social_determinants/sdh_definition/en/

²⁰ <http://www.northwestlhin.on.ca/>

²¹ <https://www.hqontario.ca/System-Performance/Primary-Care-Performance>

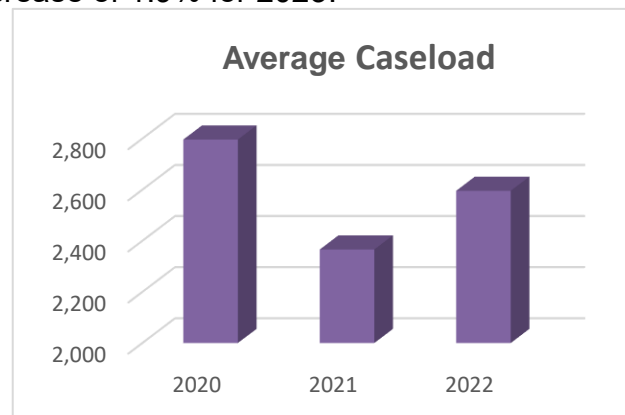
²² Thunder Bay District Health Unit. “Opiate Use and Impacts in Thunder Bay District.”

According to the NWLHIN’s Integrated Health Services Plan 2016-2019, in the NWLHIN boundaries, mortality rates from all causes are the second highest in the province. Smoking rates are 5.6% higher than the provincial average, alcoholic consumption rates of those who are categorized as ‘heavy drinkers’ are 8% higher than the provincial average, and suicide is the leading cause of death among Aboriginal youth and adults up to 44 years of age.²³ According to the TBDHU in 2016, nearly half of adults 19+ reported drinking in excess of the Low Risk Drinking Guidelines, and 1 in 3 high school students in Northern Ontario reported binge drinking.

Caseload Description

Have there been any changes to current composition of caseload and provide anticipated changes over the course of 2023 (i.e., projected growth/ decline)?

TBDSSAB saw the caseload reduce in 2021 during the pandemic and then increase with the cessation of the Canada Recovery Benefit. The caseload has increased month over month through out 2022 and continuing in the first 3 months of 2023. TBDSSAB has projected an increase of 1.9% for 2023.



Local Labour Market and Economic Development

Provide any updates to the local labour market that may have occurred during year 2, including changes to:

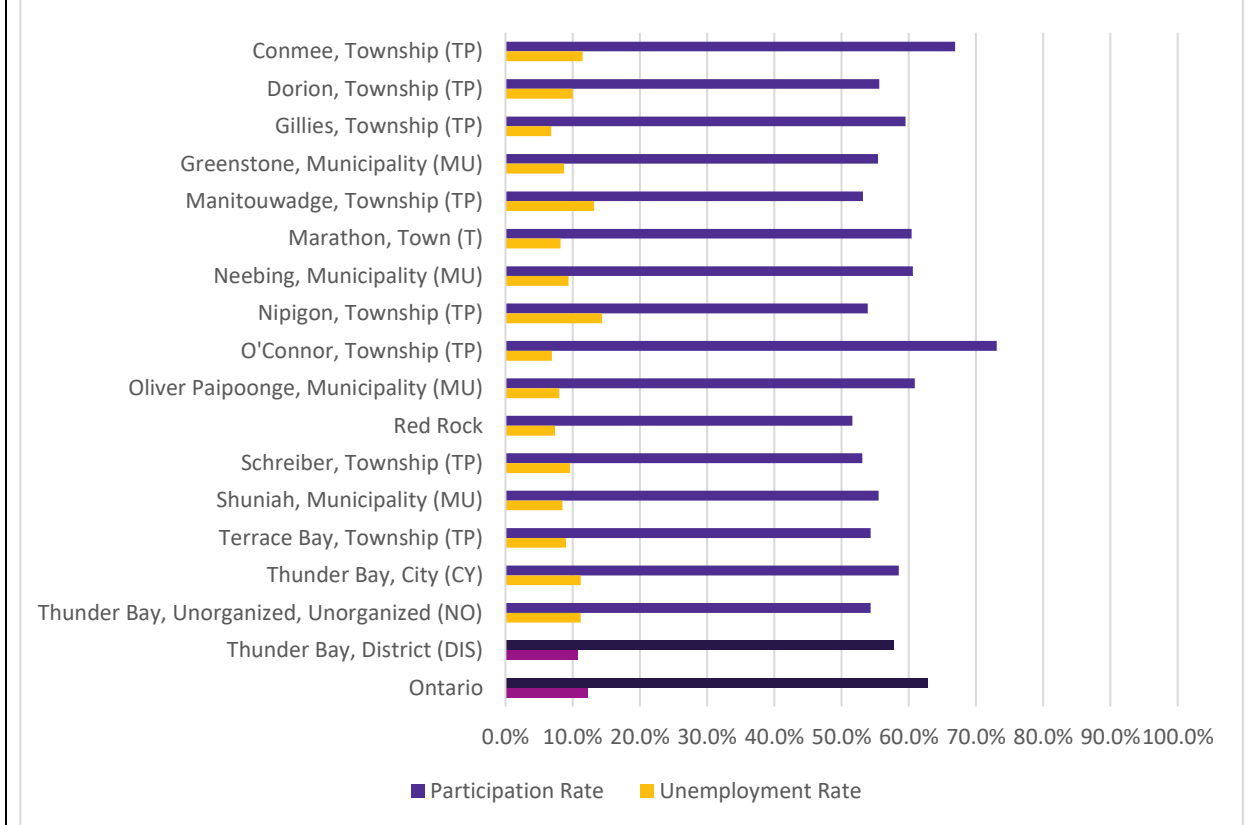
- *Typical job patterns: part-time, seasonal, self-employment, etc.*
- *Common industries: manufacturing, hospitality, etc.*
- *Anticipated industry growth or decline, etc.*
- *Employment opportunities in First Nations communities.*

Labour Market Participation

Stated in the 2021 census, the unemployment rate for the District of Thunder Bay was 10.8%, compared to the overall Ontario rate at 12.2%. The Labour Force participation rate in the municipalities of the District of Thunder Bay has increased since 2016, and ranges from 51.6% to 73.1%; overall, 57.8% of adults 15-64 are participating in the workforce in the District of Thunder Bay, compared to the provincial average of 62.8%.

²³ <http://www.northwestlh.in.on.ca/goalsandachievements/IntegratedHealthServicesPlan.aspx>

Figure 7: Unemployment and Participation Rates - 2021 Census



The seasonally adjusted unemployment rate for the Economic Region of Thunder Bay CMA is 4.1%, and 8.0% for Northern Ontario, compared to Ontario’s 5.1% for March 2023, however, Thunder Bay CMA has a participation rate estimate of 63.8% and an employment rate of 59.6%. As in the past, these are lower than provincial labour force statistics. Ontario’s March 2023 participation rate estimate is 65.5%, and employment rate is 62.2%.²⁴

Local Labour Market and Economic Development

The District of Thunder Bay

According to the Ontario Ministry of Finance, the population of the District of Thunder Bay is expected to slowly increase over the longer term. Like other locations in Ontario and in most developed nations, the aging of the post-World War II baby boom will result in the aging of the overall population. The projections for the District of Thunder Bay show that over time the age distribution of the population will change with more people being in the senior (65-74) or older senior (75+) age categories. Most significantly, the population 65+ is projected to increase to 26% of the population by 2046; the overall population is projected to increase approximately 1.7%, but the population in the workforce (15-64) will have decreased 3.5% in this time.

²⁴ Statistics Canada Labour force characteristics, three month moving average, seasonally adjusted. Table 14-10-0380-02 April 2023

As of 2022, residents 65 or older years of age made up 22.2% of the total population of the District of Thunder Bay. The updated population projections from the Ontario Ministry of Finance continue to predict that this will increase to 27% of the total population by 2036 and remain steady from there into 2046. The total population of the District of Thunder Bay is expected to continue to increase slightly by 1.7% from 2022 to 2046.

According to the North Superior Workforce Planning Board (NSWPB) and Local Employment Planning Council, the jobs with the highest projected retirement rates between 2016 and 2026 in the District of Thunder Bay are managers in transportation, corporate sales managers, contractors, and supervisors for industrial, electrical and construction trades and related workers, motor vehicle and transit drives, and other service support jobs.

The lack of economic recovery from the decreases in the forestry sector since 2006 continue to affect the District of Thunder Bay. There has been renewed interest in mining and exploration with the world price of gold and other metals consistently high over the past ten years. Gold mines which closed or were close to shutting down are now being explored as viable. Of particular note is the potential for the mining of chromite in the Ring of Fire which could lift the economy of the District by adding new infrastructure and approximately 1,000 jobs.²⁵ It is important to note that discussions surrounding the mining of the Ring of Fire have been held for more than a decade with little progress. The development of the Ring of Fire has seen many delays and has still not come to fruition as of the April 2023, despite the Ontario Government committing to pushing the project along since 2018.²⁶

Regarding pandemic recovery, the NSWPB comments that the impacts of job losses year-over-year have been more severe for women, low-wage earners, and those without a post-secondary degree, and that these groups will continue to feel impacts disproportionately over the next several years.²⁷ The impacts of employment loss will be felt more drastically by TBDSSAB's clients as demographics show the caseload fits into these groups.

According to a study conducted by the Ministry of Labour, Training and Skills Development in 2020 with the Local Employment Planning Councils, the District of Thunder Bay has demand for the following skilled trades: cement finisher, construction craft worker, general carpenter, sheet metal worker, general machinist, instrumentation

²⁵Ontario Business Report. "Ring of Fire Lights Up Northern Ontario's Mining Industry".
<http://www.mri.gov.on.ca/obr/>

²⁶ Northern Ontario Business. "Cutting Red Tape Extends to Ring of Fire." Northern Ontario Business. Nov 16, 2018. <https://www.northernontariobusiness.com/industry-news/mining/cutting-red-tape-extends-to-the-ring-of-fire-1125688> (accessed December 12, 2018).

²⁷ North Superior Workforce Planning Board. "Setting the Course: Navigating the North Superior Workforce in 2022-2023." <https://www.nswpb.ca/wp-content/uploads/2022/03/NSWPB-LLMP-for-2022-2023-22.03.16.pdf> (accessed April 14, 2023).

and control technician, metal fabricator, powerline technician, welder, truck and coach technician, millwright, and electrician.²⁸

According to North Superior Workforce Planning Board, 76.2% of employment in Northwestern Ontario is in sectors with relatively low potential for automation, with approximately 37.2% in education, health care and public administration.²⁹

Of note, there has been an increase to the proportion of people who report working from home at least some of the time between the 2016 census (4% in 2016) and the 2021 census (16% in 2021) post-pandemic.

Due to the vast geography of the District of Thunder Bay, many residents are unable to commute outside their municipalities for employment opportunities unless a secondary residence is found or provided.

District Population and Economic Profiles

Conmee

Conmee is a rural township with large acreages located approximately 40 kilometers northwest of the City of Thunder Bay. Between 2016 and 2021, the Township of Conmee population decreased 2.6%, after being one of the few communities who saw growth in 2016. The median age of the population of Conmee is 40 as of the 2021 census, the lowest median age in the District of Thunder Bay, and has remained the same since 2016. 15.7% of the population of Conmee is 65 or older, while 65.4% fall into the 15-64 workforce range.

In 2021, 16.9% of the employed work force reported working from home, an increase of 8.6%. 100% of the active labour force with a usual place of work report travelling to a different community in the District of Thunder Bay for work, indicating a number of hybrid work arrangements in the area. Conmee's employment participation rate was 66.9% in 2016, slightly declined from 67.9% in 2016. 28% of the labour force works in trades, transport, and equipment operators³⁰.

Dorion

The Township of Dorion historically experienced a significant decline in population since 1996, but between 2016 and 2021, the population increased 18.7%. This may be due to the proximity to the City of Thunder Bay, and households seeking a more rural home within commuting distance. The aging of the population in Dorion will result in an increase in seniors over the mid-term, but the lack of support services in the community will likely result in out-migration to Nipigon or Thunder Bay. The median

²⁸ Ministry of Labour, Training and Skills Development, In-Demand Skilled Trades Project. November 2020 (<https://www.nswpb.ca/research-reports/>)

²⁹ North Superior Workforce Planning Board. Are Robots Coming for Our Jobs? The Economic Impact of Automation on Northern Ontario's Economy, 2019.

³⁰ 2021 Census Data

age of Dorion residents has increased to 56. 29.3% of the population of Dorion is 65 or older, while 57.3% fall into the 15-64 workforce range.

Dorion's economic base consists of employment in emerging mining exploration, private contracting, forest harvesting, municipal government, education, agriculture, and tourism-based business. The emerging mining exploration industry, tourism, agro-forestry, and wind energy are felt to have the greatest prospects for future economic growth, and the township is pursuing opportunities in cottage development, regional bio-economic initiatives, agricultural revitalization, tourism, marketing, and alternative energy development.

The employment participation rate has decreased slightly from 57.1% in 2016 to 55.6% in 2021. 52% of the active labour force travel to a different community in the District of Thunder Bay. Due to the proximity of Dorion to the municipalities of Thunder Bay, Nipigon, and Red Rock, the residents have several options for work in other areas³¹. In December 2020, the Ontario government awarded a contract to Teranorth, a Sudbury based company, for twinning an 8.6km stretch of the Trans-Canada Highway between Superior Shores and Dorion, which is expected to be completed in September 2023, bringing temporary construction jobs to the area.

Gillies

The Township of Gillies is a rural community approximately 40 kilometers southwest of the City of Thunder Bay. The population of Gillies has decreased 7% since 2016 and has historically been declining. There are various local small businesses and farms in the area, but most people commute to the City of Thunder Bay for work. As the median age of the population of Gillies is 50, which has increased since 2016, aging will become a factor with out-migration to the City for increased services. 22.7% of the population of Gillies is 65 or older, while 65.9% fall into the 15-64 workforce range.

Gillies defines itself as “a small, rural community with residents enjoying the advantages of living close to a large economic centre.”³² Of the active labour force, 88.9% commute to another community within the District of Thunder Bay, and 30% report working from home at least some of the time³³.

Greenstone

The Municipality of Greenstone was formed through the amalgamation of the former towns of Geraldton, Longlac, Nakina, Beardmore, Caramat, Jellicoe, Orient Bay, and MacDiarmid. Historically these towns were known for gold mining, forestry, commercial fishing, and wilderness tourism.

³¹ 2021 Census Data

³² Gillies Township. “About Us.” <https://www.gilliestownship.com/en/living-here/about-us.aspx> (Accessed August 12, 2021).

³³ 2016 Census Data

The population of the communities comprising Greenstone have seen a significant decline, decreasing 29% from 1996 to 2016, and a further 7.1% to 2021. The median age has increased to 47 (from 43 in 2011), leading to the assumption that the demand for supports will continue to increase. 21.2% of the population of Greenstone is 65 or older, while 61.8% fall into the 15-64 workforce range.

While employment fell in most industries, the resource sector was hardest hit falling by over a third of total employment in the sector in 2006. Like the situation in Dorion, even with the substantial decline, the percentage of employment in resource-based industries was significantly higher than the average for Ontario.

The “Ring of Fire” is a major new source of chromite used in making stainless steel. When developed, it is expected that 300 jobs will be created. A new rail line will join the present East-West line at Nakina. The project is expected to have a 100-year life span and will require major road and rail construction.³⁴ As of March 2023, a plan for an all-season road connecting Matawa First Nations to the provincial highway and the Ring of Fire was approved but is being protested.³⁵

Greenstone Gold Mines began construction in 2022 of a mine on the former Hardrock Gold Mine in the Municipality of Greenstone.³⁶ The construction is expected to take 2 years, using as many local contactors as possible. 450 direct jobs per year are expected to be directly associated with the project, 1,000 jobs during construction and pre-production. The project passed the federal environmental assessment phase and is in the public consultation phase of the provincial environmental assessment.³⁷

The labour force participation rate in the Municipality of Greenstone has dropped significantly from 64.2% in 2011 to 55.4% in 2021, with the employment rate also dropping to 50.6%.³⁸

Manitouwadge

The population in Manitouwadge increased 1.9% between 2016 and 2021. Though the median age has remained stable at 49, indicating an increase of younger people in the area. It is still one of the older communities in the District, as 23.5% of the population of Marathon is 65 or older, while 62% fall into the 15-64 workforce range.

³⁴ <https://canada.constructconnect.com/dcn/news/resource/2018/12/marten-falls-first-nation-noront-suggest-ring-fire-timetable>

³⁵ Ontario Government. “Ontario Approves First Nations-led Plan for the Road to the Ring of Fire.” <https://news.ontario.ca/en/release/1002784/ontario-approves-first-nations-led-plan-for-the-road-to-the-ring-of-fire> (accessed April 14, 2023)

³⁶ <https://www.northernontariobusiness.com/industry-news/mining/new-mines-hundreds-of-jobs-loom-on-the-horizon-for-northern-ontario-4205579>

³⁷ Tbnewswatch. “New Geraldton-area gold mine passes hurdle.” Tbnewswatch. December 17, 2018. <https://www.tbnewswatch.com/local-news/new-geraldton-area-gold-mine-passes-hurdle-1163122> (Accessed December 17, 2018).

³⁸ 2021 Census Data

While mining had always been at the forefront of economic activity, forestry has also played a significant part in Manitouwadge's economy, specifically logging.

While Manitouwadge continues to have some of the lowest housing prices in the country, prices now range from \$45,000 to \$230,000, indicating recent higher demand. Hunting and fishing are the main tourist attractions along with hiking, snowmobile trails, and downhill and cross-country skiing. However, the lack of a hotel or motel is hindering the development of the tourism industry.

The labour force participation rate in Manitouwadge has increased to 53.2% but unemployment has also increased to 13.2%³⁹.

As of July 2021, Hemlo Explorers reported finding a gold pocket near Manitouwadge north of the Hemlo Gold Mine. This may bring future mining projects back to Manitouwadge.

Marathon

Between 1996 and 2016, the population of Marathon has declined by 30%. This accelerated between 2001 and 2011 because of the ongoing mill and mine closures. Since 2016, it has decreased another 4.1%. The median age in Marathon is now 43 (slightly decreased from 2016). The continued decline in employment opportunities has amplified these trends. 16.1% of the population of Marathon is 65 or older, while 68.3% fall into the 15-64 workforce range.

Marathon's economy was initially built on the pulp industry but has expanded to include gold mining operations. The gold deposit discovered at Hemlo (40 km east of Marathon) was the richest ever to be found in Canada and is one of the world's richest outside of South Africa. In October 2020, Barrick Gold Corporation announced transitioning and expanding Hemlo open pit mine to a Tier Two underground operation with an expected life of at least 10 years.⁴⁰ It currently employs 500 direct employees and 200 contractors.⁴¹

Employment levels fell after 2001. In comparison to other municipalities in the District, the decline was relatively small due to an upsurge in employment in health and education services. Employment in the resource-based industries fell especially after Marathon Pulp Inc. announced a shutdown of its pulp mill which affected hundreds of jobs and dealt a severe blow both to Marathon's tax base and its local economy, but the employment in the sector was still over eight times the level for the province as a whole. This may mean that Marathon is vulnerable to further declines in the resource

³⁹ 2021 Census Data

⁴⁰ <https://www.barrick.com/English/news/news-details/2020/modernized-hemlo-transitions-to-underground-mining/default.aspx>

⁴¹ Clutchey, Carl. "Hemlo mine could live longer." The Chronicle Journal. March 12, 2017. http://www.chroniclejournal.com/business/hemlo-mine-could-live-longer/article_9618dc62-072c-11e7-8a0a-bfd9e205a657.html (Accessed December 13, 2018).

industry. 28.9% of people in Marathon are now employed in sales and service occupations, a shift from the historical lean on natural resources.

As of July 2021, Sienna Resources announced the second phase of surface exploration work for their Marathon North Platinum-Palladium Property, with the potential for future mining activities.⁴²

Marathon's labour force participation rate has decreased to 60.4%. The top three occupations are sales and service (28.9%), trades, transport, and equipment operators (19.2%) and education, law, government services (11.9%).⁴³

Neebing

The Municipality of Neebing is a community approximately 35 kilometers from the City of Thunder Bay. Its population more than doubled between 1996 and 2016, increasing 101%, and increased a further 9.1% to 2021. The increase trend is likely due to people moving from the City of Thunder Bay. The median age has remained stable at 49 since 2016.

The main industries in Neebing are tourism and service. Located just south of the City of Thunder Bay and along the shores of Lake Superior, the location is ideal for boat launches, parks and recreation, and fishing. However, 87.9% of the labour force of Neebing travels to a different community within the District of Thunder Bay, likely the City of Thunder Bay. 20.3% of residents report working from home some of the time.⁴⁴

Nipigon

The population of Nipigon fell 26% between 1996 and 2016 because of the ongoing industry closures and fell a further 10.3% to 2021. Like other communities in the area, the decline in population has been concentrated in the age groups under 45. The decline in employment opportunities is likely a major contributor to these trends. Nipigon is the oldest community in the District of Thunder Bay, as 28.5% of the population is 65 or older. The residents continue to age as the median age is now 52, with only 56.9% of the population in the 15-64 workforce range.

The main industries in Nipigon are forest products, fishing, and tourism, including big game hunting for bear, moose, and deer. The town is trying to diversify its economy by encouraging small manufacturing companies and First Nations to expand their businesses in the area.

There was a major decline in levels of employment between the 2001 and 2006 census years, particularly significant decreases were felt in the resource sector, wholesale and retail trade, and in manufacturing and construction. On February 6, 2007, a devastating

⁴² <https://www.juniorminingnetwork.com/junior-miner-news/press-releases/1925-tsx-venture/sie/105112-sienna-commences-phase-2-surface-exploration-program-marathon-north-platinum-palladium-project-ontario.html>

⁴³ 2021 Census data

⁴⁴ Ibid

fire destroyed the Multiply Forest Products mill; the plant employed 7% of the population of Nipigon. The mill has not been rebuilt and the property remains for sale.

Despite the aging population, the participation rate for Nipigon increased slightly to 53.9%. The main occupations are sales and service, and trades, transport, and equipment. The unemployment rate is 14.4%, the highest in the District of Thunder Bay.

On January 25, 2019, the Ontario government announced approval for a new plant in Nipigon to convert natural gas into a liquid form. In the announcement, they project between 700 and 2,800 jobs to be created. The second phase of the plan will extend natural gas access to the other communities in the District of Thunder Bay, including Manitouwadge, Marathon, Schreiber, and Terrace Bay. This project is still in the planning phases.

O'Connor

The population of the Township of O'Connor, a rural farming community approximately 30 kilometers to the west of the City of Thunder Bay, increased 3.9% since 2016. It is also an aging community as the median age has increased to 46 in 2021 from 42 in 2011. 18.8% of the population of O'Connor is 65 or older, while 64.5% is in the 15-64 workforce range.

O'Connor is a rural and agricultural community with a labour force participation rate of 73.1%. Due to the township's proximity to the City of Thunder Bay and other surrounding communities with established businesses and infrastructure, 94.5% of the active work force commutes to a different community within the District of Thunder Bay.⁴⁵

Oliver Paipoonge

The Municipality of Oliver Paipoonge, the largest community bordering the City of Thunder Bay to the west, saw a population increase of 1.9% between 2016 and 2021. This is likely due to the movement of the older population into the City of Thunder Bay to take advantage of more long-term care services, offset by younger families purchasing homes. The median age of the population is 46, with 20.9% of the population 65 or older. 62.2% of the population of Oliver Paipoonge is in the 15-64 workforce range.

Oliver Paipoonge's primary economic sectors include agriculture, tourism, construction, forestry, and manufacturing. It has the largest town centre of the rural communities within the Thunder Bay Census Metropolitan Area. Despite this, 77.2% of the active labour force still commute to a different community within the District of Thunder Bay for work.⁴⁶

Red Rock

⁴⁵ 2021 Census Data.

⁴⁶ 2021 Census Data

As a result of the decline in employment through the loss of its main employer, the population of Red Rock saw major decline between 2001 and 2016. It has now stabilized, with no movement between 2016 and 2021. The median age is 48, with 26.3% of the population 65 or older, and 57.5% in the 15-64 workforce range.

Red Rock's main source of employment was a kraft paper mill owned by Norampac. It originally consisted of two kraft paper machines, but in late 2005, the mill was reduced to running only one. On August 31, 2006, Norampac announced the indefinite cessation of container board production due to unfavourable economic conditions such as the rising price of fibre, energy costs and the strengthening Canadian dollar. This resulted in the loss of over 300 jobs, and the out-migration of much of the population.

Red Rock has a labour force participation rate of 51.6% and an unemployment rate of 7.4%. The majority of the population work in trades, transport, and equipment operator occupations. 60.8% of the active labour force commutes to a different community in the District of Thunder Bay.⁴⁷ It is likely that many people travel to Nipigon or the City of Thunder Bay because of the proximity.

Schreiber

Schreiber's population fell by 1.9% in the years between 2016 and 2021. The median age in Schreiber is now 54. 24% of the population is 65 or older, and 63% fall into the 15-64 workforce range.

The Canadian Pacific Railway remains one of Schreiber's biggest employers; much of the town's population is also employed by a pulp mill in nearby Terrace Bay.

Total employment fell by 42.8% between 2001 and 2006, with declines experienced in all industries; even after the significant decline in employment, local industries still could not support the remaining work force. Following the decline in employment, the unemployment rate stood at 18% in 2006.

As of September 2018, an Australian-based company has been conducting testing at the former Inmet zinc mine at Winston Lake. The price of zinc is significantly higher today than when operations at the mine ended in 1998.⁴⁸ While outside of the townships of Schreiber and Terrace Bay, if this project goes ahead, it will bring jobs back to both communities. As of 2022, this project is in the planning phase, hoping to be operational in late 2023.

Schreiber's work force participation rate has dropped to 53.1%; the unemployment rate has remained stable at 9.6%, suggesting instability continues to plague the Schreiber employment environment.⁴⁹

⁴⁷ Ibid

⁴⁸ Rinne, G. "Schreiber awaits potential reopening of zinc mine." TbnnewsWatch. September 28, 2018. <https://www.tbnewsWatch.com/local-news/schreiber-awaits-potential-reopening-of-zinc-mine-1062779> (Accessed December 17, 2018).

⁴⁹ 2021 Census Data

Terrace Bay

The population of Terrace Bay decreased 30.5% between 1996 and 2016, and a further decrease of 5.2% to 2021. The median age in Terrace Bay is currently 48, with 24% of the population 65 or older, and 59.8% of the population in the 15-64 workforce range.

The Township of Terrace Bay has had a stable economy with the operation of the Terrace Bay Pulp Inc., the McCausland Hospital and a service industry for local residents and tourists. The Terrace Bay Mill was reopened in late 2012 as AV Terrace Bay and currently employs over 360 people from the area.

The labour force participation rate has dropped to 54.3%, while unemployment in Terrace Bay is 9%.⁵⁰

Territories Without Municipal Organization (TWOMO)

The population of TWOMO increased 6% between 2016 and 2021, however, it continues to age as the median age increased to 52. 25.2% of the TWOMO population is 65 or older, while 60.1% of the population falls into the 15-64 workforce range.

TWOMO has seen historical growth in all industries except manufacturing and construction. This is consistent with other municipalities and likely reflects the decline in the pulp and paper industry. The number of employees in wholesale and retail trade rose considerably, reflecting that the unorganized territories are near the City where the service sector has grown considerably.

The labour force participation rate in TWOMO as of the 2021 census has decreased to 54.3%; the unemployment rate increased to 11.2%.

As TWOMO encompasses 97,010 square kilometers of the District of Thunder Bay, 88.2% of the active labour force travel to a different community within the District for work. As it borders Rainy River District, Kenora District, Algoma District and Cochrane District 3.7% of working TWOMO residents travel to a different District for work. 13.2% of working TWOMO residents commute for over an hour.⁵¹

Employment

As of the 2021 census, there were 70,930 workers in the workforce (a decrease of 3% from 2016) with an employment rate of 51.5% and a participation rate of 57.8% for the entire District of Thunder Bay.

A total of 26.6% of the labour force of the Thunder Bay CMA (which includes Conmee, Gillies, Neebing, O'Connor, Oliver Paipoonge, and Shuniah) work for the 9 major employers. Thunder Bay Regional Health Sciences Centre remains the largest employer and now employs 4.6% of the labour force of the Thunder Bay CMA.

⁵⁰ Ibid

⁵¹ Ibid

Figure 8: Major Employers in the City of Thunder Bay⁵²

Employers	Business Type	# of Employees 2017
Thunder Bay Regional Health Sciences Centre	Acute Care Hospital	2,824
Lakehead District School Board	Elementary & Secondary Education	2,200
St. Joseph's Care Group	Complex Care, Rehabilitation, Mental Health & Addiction Services, Long Term Care	2,200
Lakehead University	Education	2,100
City of Thunder Bay	Municipal Government	1,855
Government of Ontario	Provincial Government	1,849
Thunder Bay Catholic District School Board	Education	1,500
Confederation College	Education	785
Alstom	Mass Transportation Equipment Manufacturing	400

The major industries in the District of Thunder Bay are health and education, wholesale and retail trade, and manufacturing and construction. This is a shift away from the resource-based pulp and paper industries of the past, moving towards more public sector jobs and seasonal labour.

⁵² City of Thunder Bay Community Economic Development Commission, July 2021

Figure 9: Major Industry in the District of Thunder Bay⁵³

Municipality	Agriculture & Other Resource Based	Manufacturing & Construction	Wholesale & Retail Trade	Business, Finance & Real Estate	Health Care, Education and Social Services	Art, Culture, Rec, and Sport	STEM
Conmee	6.80%	30.70%	15.90%	11.40%	25.00%	0.00%	4.50%
Dorion	15.40%	30.70%	14.90%	15.40%	15.40%	0.00%	0.00%
Gillies	11.60%	32.60%	20.90%	18.60%	14.00%	0.00%	0.00%
Greenstone	5.40%	30.00%	19.00%	12.30%	28.70%	0.50%	3.30%
Manitouwadge	19.20%	25.20%	22.00%	8.80%	18.10%	0.00%	2.70%
Marathon	11.30%	22.70%	28.90%	10.40%	18.20%	1.30%	6.00%
Neebing	4.30%	31.20%	17.10%	13.20%	18.80%	2.60%	10.30%
Nipigon	3.80%	29.50%	25.80%	9.10%	21.90%	1.50%	2.30%
O'Connor	5.70%	39.10%	13.80%	23.00%	11.40%	2.30%	4.60%
Oliver Paipoonge	7.70%	25.40%	16.50%	15.80%	23.80%	1.30%	6.30%
Red Rock	7.40%	26.00%	22.20%	13.60%	21.00%	0.00%	6.20%
Schreiber	3.20%	31.90%	31.90%	10.60%	18.10%	0.00%	3.20%
Shuniah	2.80%	27.80%	17.40%	11.10%	29.40%	0.60%	6.30%
Terrace Bay	3.00%	39.80%	21.80%	9.80%	16.60%	1.50%	6.80%
Thunder Bay City	2.20%	19.30%	26.00%	14.60%	27.20%	1.90%	6.00%
TWOMO	5.10%	32.60%	18.30%	11.50%	23.00%	1.10%	6.40%
District of Thunder Bay Total	3.30%	21.70%	24.50%	14.10%	26.10%	1.70%	5.90%
Ontario	2.00%	20.50%	23.50%	17.90%	19.10%	3.10%	9.30%

Unemployment rates increased in 10 of 15 member municipalities in the District of Thunder Bay between 2016 and 2021, illustrating continued impacts of the Covid-19 pandemic.

⁵³ 2021 Census Data

Figure 10: Unemployment Rates for the District of Thunder Bay⁵⁴

Municipality	2016	2021	% Chg. since 2011
Conmee	6.70%	11.50%	71.64%
Dorion	10.70%	10.00%	-6.54%
Gillies	5.20%	6.80%	30.77%
Greenstone	10.60%	8.70%	-17.92%
Manitouwadge	10.10%	13.20%	30.69%
Marathon	7.40%	8.20%	10.81%
Neebing	11.50%	9.40%	-18.26%
Nipigon	11.90%	14.40%	21.01%
O'Connor	6.90%	6.90%	0.00%
Oliver Paipoonge	5.60%	8.00%	42.86%
Red Rock	8.10%	7.40%	-8.64%
Schreiber	9.60%	9.60%	0.00%
Shuniah	6.30%	8.50%	34.92%
Terrace Bay	10.30%	9.00%	-12.62%
Thunder Bay City	7.70%	11.20%	45.45%
TWOMO	9.20%	11.20%	21.74%
District of Thunder Bay Total	8.20%	10.80%	31.71%
Ontario	7.40%	12.2%	64.86%

Income Source Distribution

6.2% of people with an income in the District of Thunder Bay received some sort of Social Assistance compared to 4.4% across all of Ontario. 66.6% report having an employment income in the District of Thunder Bay compared to Ontario with 69.2%. This illustrates the continuing lack of employment opportunities and lower level of education in the District of Thunder Bay.⁵⁵ Of note, a higher proportion of residents of the District of Thunder Bay receive CPP and OAS/GIS than greater Ontario, again illustrating the aging population in the north.

⁵⁴ Statistics Canada, Census Data 2011-2021

⁵⁵ Statistics Canada. [Table 98-10-0070-01 Income statistics for detailed income sources and taxes: Canada, provinces and territories, census divisions and census subdivisions](#)

Figure 11: Income Sources as a Share of Income for Thunder Bay and Ontario

Income Type	Thunder District	Bay	Ontario
Wages/Salaries	60.2%		63.6%
Self-Employment	2.0%		3.7%
Total Employment Income	62.0%		67.4%
Employment Insurance	1.4%		1.1%
OAS/GIS	3.9%		3.1%
CPP	5.3%		3.6%
Child Benefits	1.7%		1.6%
Workers Compensation	0.9%		0.3%
Social Assistance	1.3%		0.9%
Other Government Transfers	5.3%		6.0%
Total Government Transfers	20.4%		17.1%
Private Pensions	11.3%		7.5%
Investment	3.8%		5.5%
Other Income	2.9%		3.1%
Total Income	100.0%		100.0%

Incidence of Low income and Core Housing Need

Statistics Canada uses a standard measure called the Low-Income Measure After Tax (LIM-AT) to determine those households that can be identified as low-income earners. Those who earn less than half the median income for the area after tax are considered to be low-income earners.

From 2016 to 2021, there was decrease in the prevalence of low income in the District of Thunder Bay, although it remains higher than the provincial incidence of low income. 53% of the member municipalities of the District of Thunder Bay have a higher incidence of poverty than the province. Manitouwadge experienced the highest level of poverty at 17.3%.

Figure 12: Incidence of Low Income based on the LIM-AT in the District of Thunder Bay, 2016, 2021⁵⁶

Municipality	2021	2016	% Change
Conmee	4.8%	9.8%	-51.0%
Dorion	10.8%	11.3%	-4.4%
Gillies	10.0%	13.8%	-27.5%
Greenstone	15.5%	18.8%	-17.6%
Manitouwadge	17.3%	16.9%	2.4%
Marathon	9.4%	11.3%	-16.8%
Neebing	4.6%	7.1%	-35.2%
Nipigon	11.7%	17.8%	-34.3%
O'Connor	4.4%	5.3%	-17.0%
Oliver Paipoonge	5.3%	4.9%	8.2%
Red Rock	13.4%	12.9%	3.9%
Schreiber	12.4%	11.4%	8.8%
Shuniah	4.0%	4.5%	-11.1%
Terrace Bay	6.8%	9.4%	-27.7%
Thunder Bay City	11.6%	14.7%	-21.1%
TWOMO	11.6%	12.0%	-3.3%
District of Thunder Bay Total	11.6%	13.8%	-15.9%
Ontario	10.1%	14.4%	-29.9%

The City of Thunder Bay continues to have a higher prevalence of low income than the province, due to in-migration and the number of low-paying service jobs that are currently available.

Households that are spending more than 30% of their before-tax income on shelter costs and are unsuitable/inadequate are said to be in core housing need. In the District of Thunder Bay in 2021, 9% of all households were in core housing need. 19% of all tenant households were in core housing need, while 5% of owner households were in core housing need.⁵⁷

⁵⁶ 2021 Census Data

⁵⁷ 2021 Census Profile

Community Engagement

A description of any changes to how community partners have been engaged in improving employment outcomes for clients. Community partners may include:

- *Community agencies*
- *Local employers*
- *Employer associations*
- *Educators*
- *Training organizations*
- *Local economic development department*
- *Health and wellness centres*
- *Elders in First Nations communities*
- *Organizers of cultural events and programs*

TBDSSAB has many partnerships within the District that facilitate referrals from staff members to community services to meet the identified needs of participants. Administration endeavors to increase opportunities for SA participants by working with different agencies and organizations to meet both participant and agency employment and skill development needs. Administration further strives to establish and maintain linkages which eliminate duplication of services, utilize best practices, and build upon existing community capacity.

Partnerships with Related Initiatives, Programs and Services

Administration works directly with the following community partners to develop services, and community and employment opportunities for participants:

- **Dilico Anishinabek Family Center (Dilico)** provides trusteeship services to those clients under 18 who do not have an appropriate person to take on this obligation. They provide services throughout the District.
- **The Lakehead District School Board** provides specialized education to young mothers to achieve high school equivalency and beyond.
- **The Lakehead Adult Education Centre** offers upgrading to an Ontario Secondary School Diploma.
- **MISOL (Mothers in Search of Learning)** partnership with Confederation College.
- Anishinabek Employment and Training Services and Matawa First Nations - Kiikenomaga Kikienjigewen Employment and Training Services (KKETS) offer upgrading for participants who are Matawa First Nations members.
- **Confederation College** provides their Academic & Career Entrance program and basic computer courses on site at Headquarters in Thunder Bay. Confederation College also provides virtual classes throughout the District.
- The **Confederation College Dental Hygiene Program** assists adult clients with basic dental care.
- **Thunder Bay District Health Unit (Healthy Smiles Ontario)** through direct referral provide dental care for dependent children.
- **Employment Ontario (EO)** providers from YES and Northwest Employment Works (NEW) attend on-site to work with OW participants in various locations

- The **Ontario March of Dimes** is the service provider for Enhanced Employment Placement
- **Thunder Bay Counselling Centre** is a partner in prototype Financial Empowerment for clients
- **St Joseph's Care Group and Dilico** are partners through the Home for Good Program through the province's Homelessness Prevention Program which provides outreach services to Chronically Homeless clients in the District. They work one on one to assist individuals to find and maintain housing.
- The TBDSSAB's Board of Directors have expressed an interest to the Ministry of Children and Community Social Services (MCCSS) and the Ministry of Labour, Immigration, Training and Skills Development (MLITSD), in becoming an Employment Ontario delivery agent. Communication from MLITSD indicates that once a service manager is announced for Northern Ontario, applications for delivery agents will be accepted and awarded by the service manager. In preparation for this, TBDSSAB has developed partnerships to enable clients to find employment in hotel and hospitality, heavy equipment operations and skilled trades.
- **Origin** provides a virtual introduction to many trades and heavy equipment operations as well as assessments for those who are interested in the trades and funding to assist in the training. Their major focus is working with Indigenous people and communities. their services, in addition to virtual introduction to trades, include assessments with referred clients to recommend next steps. In 2022, 5 TBSSAB clients were referred to Heavy Equipment Training through Taranis Training.
- Currently training for heavy equipment operators for certification in **International Union Of Operating Engineers (IUOE)** is located in Southern Ontario. The local IUOE is currently developing a training centre in Thunder Bay. TBDSSAB is in contact with the local to develop a 3-way partnership between TBDSSAB, Origin and IUOE to train certified heavy equipment operators.
- TBDSSAB has partnered with **The City of Thunder Bay Community Economic Development** assists with making linkages to employers who can offer entry level employment opportunities. Through this partnership a local hotel has agreed to work with TBDSSAB to offer housekeeping positions in its two locations. TBDSSAB will offer clients training in resume building, interview skills and WHMIS. Once clients have completed the training, they will be referred for an interview. If the client is a successful, they will be hired into the housekeeping department. A Caseworker is assigned to this partnership to work with the client directly to assist with removing barriers, assessing needs and to provide ongoing support. The initial success of this initiative prompted an expanded outreach to employers and greater job opportunities for SA recipients.

Strategies to Coordinate

Social Assistance Program staff participate on various tables, attend meetings, act as a resource, and provide presentations regarding OW services to agencies within the community. There is internal collaboration with colleagues who administer housing and childcare programs, wrapping service around clients and their families.

Staff members are regularly informed by community agencies on changes to their programming. Community Caseworkers, who work in the TBDSSAB Satellite offices, keep current on various community agencies on a one-to-one basis and through updates from their supervisor and general community awareness. All Caseworkers have meetings where representatives from various community agencies are invited as guest speakers. Staff have established long-standing working relationships with many agencies. Meetings occur with representatives from different agencies to discuss possible strategies for improved service and to address issues within the community. Cooperative planning, development, and delivery of service have become an established practice of TBDSSAB staff.

Collaborative Community Servicing

A variety of social challenges being experienced by OW participants can result in significant barriers to employment. Consequently, with proper client consents in place, TBDSSAB sees the value in collaborative work between front line staff and community agencies to assist shared participants towards addressing these challenges.

Child Welfare

Child welfare services are provided by Dilico Anishinabek Family Care, Tikinagan Child and Family Services and by the Children's Aid Society. Caseworkers work in collaboration with child welfare workers. TBDSSAB has a formalized information sharing and service protocols with each of these child welfare agencies.

Family Violence

Services in the District of Thunder Bay addressing family violence issues are offered through Beendigen Inc., Children's Aid Society, Faye Peterson Transition House, Marjorie House, Northshore Food Bank, Ontario Provincial Police (OPP), and the Thunder Bay Sexual Assault/Sexual Abuse Counselling and Crisis Centre. TBDSSAB maintains strong working relationships with all service providers to ensure smooth referral processes and access to supports.

Housing

TBDSSAB is responsible for the administration of community housing programs within its service area. It directly owns and operates 2,472 housing units, operates a rent supplement and portable housing benefit programs, and provides funding to 21 non-profit housing corporations who offer access to community and affordable housing. OW participants have access to the community housing programs for which they are eligible according to the protocols established for each program. Caseworkers collaborate with the TBDSSAB Housing Programs as well as other community housing providers to assist with placement and maintenance of housing.

Homelessness

The need for emergency shelter services has remained consistent since 2013, with 920 unique individuals served in shelter in 2022. The over utilization of emergency shelters warrants early and ongoing supports to attach to and successfully maintain housing to

reduce incidences of chronic homelessness in the District of Thunder Bay. This was further stressed during COVID-19.

During the Pandemic, the shelters were reduced in capacity leading to more homeless individuals with no place to go. TBDSSAB implemented an overflow shelter to keep homeless individuals in a safe environment. TBDSSAB also partnered with the District Health Unit to provide isolation rooms for individuals with positive or suspected COVID. In February 2021, the positivity rate in the District exploded and TBDSSAB was immediately responsive to expand the isolation and overflow resources to protect the most vulnerable in the community.

The third comprehensive homelessness Point in Time (PIT) Count was conducted in Thunder Bay in October 2021. A total of 221 people experiencing homelessness were interviewed during a 24-hour period. Of the individuals interviewed, 68% identified as Indigenous; 19% of individuals reported addiction/substance use as the reason for housing loss; and 58% were experiencing chronic homelessness (180 or more days of homelessness in a 365-day period). 69% of respondents experiencing homelessness during the PiT Count were in receipt of social assistance. Though the Point in Time count is not an ideal indicator of homelessness in a community, it does provide insights at a particular time. TBDSSAB also maintains an ongoing by-name list of homeless individuals.

Mental Health

Within the City of Thunder Bay and some areas outside of the City, the Canadian Mental Health Association (CMHA) offers mental health services for OW participants. In some communities, services can be accessed through North of Superior Programs and People Advocating for Change through Empowerment (PACE). The District is challenged by vast geography which can be a barrier to access for some seeking mental health supports. Opportunity for referrals to service are explored whenever a need is identified.

Section 3: Program Management

Service Delivery

Outline business practices in place to ensure modernizing and improving the effectiveness and efficiency of program delivery.

Staffing Resources

Service area and specialized caseloads impact this distribution significantly. Staffing directly involved with the delivery of Ontario Works includes:

Caseworkers – 33.6:

- EVP for all offices
- ODSP OW participating non-disabled adult dependents and spouses
- Transfer of clients who have been granted ODSP
- Financial support to TBDSSAB homeless outreach team

- Outreach to currently employed former clients
- Support to currently employed clients in Hotel Pilot
- Under 18 applicants and recipients
- Intensive caseload for individuals who have applied to ODSP
- General caseloads

Placement Support Workers - 2:

- Support Enhanced Employment Placement Program
- Support Community Placement
- Support clients involved with education
- Assisting clients with records checks, and pardons

Workshop Coaches - 2:

- Deliver on site and virtual training from headquarters, satellite offices and housing hubs

Team Clerks - 5:

- Reduce administrative burden on Caseworker by assisting with creating requested benefits
- Creating discretionary benefits for ODSP clients
- Completing 3rd party checks to in compliance with legislation

Intake Workers - 12:

- Provide information to clients
- Book appointments
- Assign transfers from Centralized Intake
- Book interpreters
- Update employment opportunities in GERE

There is 1 Manager, Social Assistance Programs and 4 Supervisors, Social Assistance Programs.

TBDSSAB's internal administrative services support service delivery.

Information Technology staff support staff technology needs as well as the Device Lending program – provisioning and re-preparing devices for loan.

Human Resources support position design, recruitment, retention, and liaison with the bargaining unit as well as coordination of the Health and Safety program.

Corporate Services oversee the Finance staff who are instrumental in managing the Eligibility Review Officer positions at arms-length from service delivery.

Research and Social Policy provides statistical analysis to support reporting and decision-making.

A recent addition of a Process Review Lead assists with reviews, including collaborative identification and piloting of new processes to improve programs and delivery. Recent activities include a Supervisor File Review of OW case files for completeness (and resulting Caseworker training and education on specific areas), analysis of overpayments and recommendations, tools to track the Device Lending Program and implementation/analysis support of digitization projects for OW, OCCMS and housing applications.

Oversight Strategy

Any changes in the oversight strategy in place to ensure that:

- Delivery of Ontario Works is in accordance with legislative requirements, program directives and standards
- Subsidy claims submissions are accurate, reflect actual expenditures provided to eligible persons and meet ministry expectations (as per the Subsidy Claims Guidelines)
- Risks and areas for improvement are identified.

The Employment Services continue to assist participants daily. Caseworkers refer appropriate participants to both in-house and community training opportunities. It is recognized that employment outcomes are a driving factor in social assistance reform, and TBDSSAB has implemented several initiatives to support these outcomes. These include new employment placement opportunities as well as new technology to identify employment links for clients.

As outlined in the environmental scan, TBDSSAB has concentrated on improving education levels and shows an increase in participants who have achieved a high school (or equivalent) diploma. As 51.9% of the current caseload does not have a high school diploma, it is imperative work continue to upgrade education. TBDSSAB has maintained education support offerings through the pandemic and has returned to in-person learning as public health guidelines permit, in addition to remote learning.

TBDSSAB is exploring further partnership opportunities for education for participants that can be provided in-person and virtually to expand reach and ease of access for participants.

The data provided by the ERS indicates that in 2022 only 7% of participants were fully ready for employment. This continues to decline from its peak in 2019 at 16% of participants fully ready. 81.1% of participants' first assessments were deemed not ready for employment in 2022. TBDSSAB continues to create and foster partnership to assist clients to gain employment.

The implementation of GERE (an in-house employment assessment tool – Guiding Employment Resources Efficiently) and its entrenchment in operations will support participants with system-driven match to available education and employment opportunities. The Caseworker meets with each participant and completes a profile that gathers education, training and employment experience and captures a client's future

goals. The application then matches the client with potential employment and training opportunities. There are robust administrative practices built to support up to date information in line with SAMS and to compliment the participation agreement processes already in place. It is expected that Ontario's reopening coupled with our administrative readiness will see resources at the ready for participants.

TBDSSAB has lowered case to Caseworker ratios to support meaningful interactions with participants to ensure movement along the employment continuum.

Because 51.9% of the caseload has not yet achieved their secondary school education, they are further away from the job market. There is need to fill the education gap and provide training opportunities to facilitate labour force participation. Once engaged, it is important to support participants through community referral and engagement that solidifies their employment relationships and encourages individual growth.

Analysis of Resources

Any change in the resources (e.g., financial, staffing, community, etc.) required for program management.

Rates of emergency department visits and hospitalizations for opioid poisoning are almost twice the provincial average in the District of Thunder Bay. This District also has among the highest rate of opioid-related mortality in Ontario.⁵⁸ Additions coupled with the low rate of secondary school achievement, many TBDSSAB clients face multiple and complex barriers to employment.

As only approximately 48.1% of participants have achieved a Secondary School Diploma or equivalent and most entry level jobs require a minimum high school diploma, TBDSSAB continues to work extensively in matching participants with educational opportunities that will work for their circumstances.

The team will continue to develop and deliver programming that is flexible (in-person and online) to extend reach and enable easier client participation. This will be supported by the device lending program that is expected to grow beyond its current 15-unit supply. There are also partnerships with local providers of mobile technology (including internet and smart phones) to assist with increasing client connectivity. This increase in connectivity has proven successful in improve appointment attendance, facilitating discussion between Caseworkers and clients.

Monitoring and evaluation of existing services is an essential ongoing process to ensure that service delivery responds to participant need.

TBDSSAB uses the Employment Readiness Survey (ERS) Tool to provide measures of readiness against the internationally validated employment readiness model in conjunction with the new stand aside employment software. Outcome data collection

⁵⁸ Source: Public Health Ontario, Interactive Opioid Tool, 2020

<p>from the ERS helps guide program planning and development by providing data regarding participant employment skills and soft skill needs which is used to target programming to suit the needs of participants and to increase positive outcomes.</p>
<p>Overview of Learning Supports</p>
<p><i>Outline the strategic learning plan to train staff in the delivery of stability supports, employment and financial assistance, to achieve program objectives.</i></p>
<p>In preparation for Employment Transformation, Administration has had Bridges out of Poverty and Coaching for Life Stabilization for all Ontario Works front line staff, in addition to Social Assistance Programs Supervisors taking a Co-Active Coaching program.</p>
<p>Strategy to Deliver French Language Services</p>
<p><i>Have there been any changes to the delivery of French Language Services within designated communities.</i></p>
<p>FLS is a standing item on meeting agenda. We have designated staff in programs where appropriate. Most forms are available in French and all reports are available for translation per request.</p>
<p>Business Practices</p>
<p><i>Have any changes to business practices been made in order to meet standards for performance to comply with program policy (e.g., developing local policies to support program delivery).</i></p>
<p>Caseworkers must ensure an equitable balance of services delivered amongst participants with varying levels of education. This equitable balance will facilitate a steady flow of participant achievement to maintain employment funding levels.</p> <p>Once a participant is determined eligible for OW, the Caseworker completes a client profile and employment assessment in GERE which was launched in May 2021. The client can then be matched with employment and training opportunities. The client has the option to also complete the ERS to determine needs around soft skills. GERE tracks engagement in addition to Participation Agreement planning and TBDSSAB administrative processes keep the database of opportunities up to date. Future options for populating opportunities include collaboration with other employment providers (ability to enter training and employment opportunities), track and report upon engagement in activities and the technical ability to communicate with clients from the system (tying communication to their individual record). This continuity is imperative to supporting productive outcomes.</p> <p>Given the low education level of the majority of the caseload, together with higher rates of addiction, poor mental health, limited job skills, more attention needs to be focused upon increasing employability through removal of barriers. Increasing one's employability is expected to progress to employment earnings and exits to employment.</p>

TBDSSAB staff deliver grassroots social services by providing individualized assistance to participants to overcome barriers and assist them with their educational and employment needs. TBDSSAB partners with Confederation College to provide an on-site classroom at headquarters and virtual to those who cannot attend in person. TBDSSAB is also partnered with Lakehead District School Board and local resources throughout the District to provide educational opportunities with the support of Caseworkers and Placement Support Workers who meet with the learners and discuss and resolve any barriers to attendance.

The resources available vary by community. TBDSSAB seeks to grow the current collaborative relationships with other service organizations and share knowledge across jurisdictions. This is increasingly possible as service providers move to include online service delivery.

The TBDSSAB Strategic Plan has set internal goals to ensure client achievement is focused on.



BOARD REPORT

REPORT No.: 2023-25

MEETING DATE: JUNE 15, 2023

SUBJECT: POST MORTGAGE COMMUNITY HOUSING FUNDING DIRECTION

RECOMMENDATION

THAT with respect to Report No. 2023-25 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the post mortgage community housing funding direction for non-profit housing providers as recommended;

AND THAT this new funding direction be incorporated into the Community Housing Initiated Agreement Template for post mortgage operating agreements with non-profit housing providers;

AND THAT Administration be authorized to negotiate the post mortgage community housing funding model with non-profit providers that have reached, or will soon reach, the expiry of mortgage terms.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information regarding the ongoing support of community housing provided through non-profit housing providers and a proposed new funding direction post mortgage expiry.

BACKGROUND

Community housing provided by non-profits and housing co-operatives in projects that included provincial funding are distinct from federal projects. These provincial reform projects had their original operating agreements terminated when responsibilities were devolved to Service Managers. The rules and requirements governing operations, including rules for how projects are funded, were taken from the original agreements, and transferred into legislation (the *Social Housing Reform Act, 2000*, subsequently replaced by the *Housing Services Act, 2011 (HSA)*).

Provincial reform projects listed in O.Reg. 368/11 under the *Housing Services Act, 2011* (HSA), must provide affordable housing – including Rent-Geared-to-Income (RGI) housing - in accordance with the HSA. In exchange, they continue to receive a subsidy from their Service Manager, which is calculated according to the funding formula set out in O.Reg 369/11.

O.Reg. 369/11 prescribes the subsidy formula for current Part VII housing projects. For most projects, the subsidy formula is made up of three components:

- **Operating Subsidy** = Project Indexed Benchmark Operating Costs + Actual Mortgage Payments – Project Indexed Benchmark Revenues.
- **RGI Subsidy** = Lesser of *Indexed Benchmark* or *Actual Market Rent* for RGI units – Actual Rent paid from RGI units.
- **Property Tax Subsidy** = Actual Property Taxes for the project.

Urban Native Housing Projects, under initial agreement exclusively with the Federal government, have different requirements once the operating agreements expire. There is no requirement to continue to provide housing beyond the expiry, however there are provisions established through the Canada Ontario Community Housing Initiative (COCHI) that allow for investment to continue these relationships and maintain the current housing. TBDSSAB funds two Urban Native Housing providers, each with several properties that have reached the end of Federal agreements. These properties have been retained under new funding agreements through COCHI.

The Federal Government provides block funding through the Provincial Government. The allocation of this block funding was determined based on the estimated Federal share of operating costs, including debt servicing, for each individual Social Housing project transferred to the Service Manager at the time of devolution. The allocation is adjusted each year to remove funding for projects that have had mortgages/debentures mature, or operating agreements expire. The difference between the subsidy formula above and the Federal block funding is levied to municipalities and territories without municipal organization (TWOMO).

The HSA does not specify an end date for the obligations of projects that were either partially or entirely funded by the province (called “provincial reform” or Part VII projects). This means that provincial reform projects must continue to provide affordable housing – including RGI housing – after their original mortgage matures, until they are actively removed from the HSA (at the Minister’s discretion).

On March 30, 2022, the Province of Ontario released regulations amending Ontario Regulation 367/11 under the HSA to create a Service Agreement framework designed to support the continuity of Community Housing post mortgage expiry. The new framework encourages housing providers to remain in the system by signing service agreements once they reach their end of mortgage/end of operating agreement. These

service agreements would outline the expected performance outcomes and financial relationship between housing providers and Service Managers.

For housing providers whose mortgages have already expired, and no new Service Agreement is yet established, the province requires that the funding arrangements that were in place prior to mortgage expiry be maintained (less the mortgage subsidy), until either a new Service Agreement is established or an exit agreement is negotiated. For TBDSSAB, there are currently six non-profit housing provider projects whose mortgages have expired. All have been advised of the new regulatory requirements and TBDSSAB's plan to establish new Service Agreements.

COMMENTS

TBDSSAB currently supports 19 provincial reform designated non-profit housing providers (725 RGI units), listed in Attachment #1, in accordance with the HSA. The 2023 Budget includes \$5.9 million subsidy to housing providers, of which \$1.3 million is financed through Federal block funding. The remaining \$4.6 million is financed from the levy to municipalities and TWOMO.

The Service Agreement framework established through updates to Ontario Regulation 367/11 will enable Service Managers and housing providers to negotiate more flexible funding approaches, incentivize housing providers to stay in the system once their current obligations expire and allow new housing providers to enter the system.

The Service Agreement framework establishes minimum requirements, including:

- Baseline provisions to continue funding RGI units
- Setting a minimum term length of 10 years
- Selection rules for units where households will be receiving RGI assistance, to align with existing selection and waitlist rules under the HSA
- The inclusion of a process to manage issues of non-compliance and dispute resolution, and
- Participation in regulated Housing Services Corporation (HSC) programs with current exemptions continuing.

The current funding model for provincial reform non-profit housing providers under the HSA considers market rent and benchmarked costs established by the province. These rates are increased each year based on government issued indices. Property tax and debt servicing costs are settled on actuals.

Once provincial reform non-profit housing provider mortgages mature, there is no debt servicing costs, however the remaining operating expenses continue and will grow over time. This will require a new funding arrangement to ensure the ongoing viability of these community housing units.

Under the HSA, for the purposes of designated RGI units, the regulations require that:

- Service Managers must provide a subsidy that bridges the gap between RGI rent and market rent (para. 11 of s. 105.1 (2)); and
- Funding to bridge the gap between RGI rent and market rent would apply to all existing RGI households, at minimum (para. 7 and 8 of s. 105.1(2)).

Any rent increases for existing market rent tenants must also comply with any other applicable legislation (e.g., *Residential Tenancies Act, 2006*).

For units specified in new Service Agreements, where households will be receiving RGI assistance, the Service Agreement will outline that the housing provider will select households to occupy these units and receive RGI assistance using the Service Manager's selection system required under the HSA for Part VII housing projects (centralized waitlist).

If a Service Manager and a housing provider are unable to reach an understanding to enter into a Service Agreement and join the new community housing framework, they must enter into an Exit Agreement to ensure that existing tenants are not displaced and longstanding public investments in community housing buildings are preserved. Depending on how a housing provider chooses to deliver housing outside of a relationship with the Service Manager, there may be Canada Revenue Agency concerns related to the protection of the non-profit status and HST rebates. Where negotiations between the Service Manager and the housing provider are unable to arrive at an agreement, the default funding mechanism outlined in the HSA will continue.

There is also the potential to cease the funding support for a non-profit provider, however this would then eliminate the availability of the housing units for eligible housing applicants and create an unmet gap in the service level standard requirements. This would also negate the previous investment in that housing provider and their property.

As part of the annual budgeting process, each housing provider will provide an updated 5-year financial plan based on the established new Service Agreement parameters. This plan would estimate the operating revenues and expenses as well as the planned capital expenditures. Operating expenses must also include allowance for an annual contribution to the capital reserve fund. The minimum annual contribution will be determined through a review of the Building Condition Assessment, identified needs and new building and safety regulations and requirements.

Housing providers will be required to develop a long-term capital plan that indicates the timing of when capital expenditures are expected, the level of capital reserve funds and any potential shortfalls. There is potential for providers who enter into an operating agreement to access capital investment funds through the Non-Profit Housing Provider Capital Loan Program, approved by the Board at the April 20, 2023 meeting (Report No.: 2023-19).

Through annual negotiations, targets may be established for a mix of RGI and market rent units, taking into consideration the current and historical mix levels, demands in the community, financial circumstances of existing tenants and impacts on the financial viability of the housing project. Targets for establishing of market rents will form part of these negotiations.

The legislation provides local flexibility for Service Managers to negotiate with each non-profit housing provider to determine an appropriate market rent amount as well as the funding model(s) to be implemented, including RGI subsidy, alternate forms of rent assistance, and access to any other funding as determined by the Service Manager.

Whether units will be designated as RGI or market will be identified in the service agreement and will be dependent on the 5-year financial plans submitted by the housing provider and the long-term financial sustainability of the organization.

RGI Subsidy

For those units designated as RGI, the HSA regulations (Section 105.1 (2) paragraph 11) requires Service Managers to provide a subsidy that bridges the gap between RGI rent and market rent. Through the service agreements and 5-year financial planning, Administration would negotiate the target number of RGI units for each housing provider. As existing tenants leave RGI units, a unit may become a market rent unit if identified in the targets.

Through the annual budgeting process, the RGI subsidy related to the targeted RGI units for the upcoming year would be calculated using the most current tenant/rent information available and would be reconciled once the audited financial statements are provided.

Any RGI Subsidy due to/from TBDSSAB resulting from the reconciliation would be determined at that time under Policy #ISS-02-130 (Non-Profit Housing Provider Surplus Sharing).

Alternate Forms of Rent Assistance

As an alternative to RGI subsidy, there are several other rental assistance programs available, including rent supplement, portable housing benefit (PHB), Canada-Ontario Housing Benefit (COHB), and Housing Allowance. Through negotiations with housing providers, Administration may determine that one or more of these rental assistance programs would be appropriate for certain units.

These units would be designated as market, and the housing provider would consider this rental source in its annual budget accordingly. The level of subsidy would be paid to the housing provider on behalf of the tenant and would be dependent on the type of program and the tenant's specific circumstances.

Determining the mix of market units, RGI units, and any alternative rent assistance will be identified through the service agreement and will consider the unique circumstances of each housing provider and the 5-year financial plans that are submitted.

Property Tax Relief

In addition to RGI Subsidy and other forms of rental assistance, Administration recommends the establishment of a Property Tax Relief grant. Access to this subsidy would be at the discretion of the Service Manager with consideration of the 5-year financial plans that are submitted. This funding would be based on the estimated property tax payable and settled on actual once the audited financial statements were reviewed. This subsidy component would be subject to recovery in accordance with TBDSSAB.

The housing provider's expenses, combined with the rental revenue and TBDSSAB subsidy as discussed above, would be included in the 5-year financial forecast when the service agreement is developed. If Administration is not satisfied with the financial situation presented and is unable to negotiate a compromise, an exit agreement could be developed to remove the housing provider from further community housing commitments, upon Ministry approval.

Attachment #1 identifies the current provincial reform non-profit housing provider projects and the mortgage expiry date for each.

Based on a review of the available funding components the benefits related to the community housing system, it is recommended that TBDSSAB continue relationships with the provincial reform non-profit housing providers once the mortgages for each expire, using a direction which sets allowable rents, calculates RGI amounts for tenants and determines an annual budget to support the difference between these amounts.

STRATEGIC PLAN IMPACT

This Report relates to the Board's strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources, and the long-term sustainability of the housing service system.

FINANCIAL IMPLICATIONS

The 2023 TBDSSAB Operating Budget for Provincial Reformed Housing Providers (100% RGI and with market component) was \$5,627,800 offset by Federal Block funding of \$1,255,800, with the remaining \$4,372,000 financed through the levy to municipalities and TWOMO. If mortgage payments (\$3,045,700) and the offsetting Federal Block funding are removed from the equation, the levy would be reduced to \$1,326,300.

Conversely, if all current RGI units were provided an RGI subsidy, rather than the existing benchmark funding model, based on current tenant circumstances and market

rents, the total levy related to housing providers would be approximately \$3,133,100. RGI subsidy for RGI units is a requirement in the legislation. However, through negotiations with each provincial reform housing provider the number of RGI units could be reduced and replaced with alternate forms of assistance which could reduce the cost to TBDSSAB while still ensuring long-term financial sustainability of the housing providers. Alternatively, the financial situation could result in the establishment of an exit agreement with the housing provider.



In advance of mortgage expiry, Administration will enter into negotiations with each housing provider, and the financial impact on the negotiated service agreement will be included in the annual TBDSSAB operating budget to be approved by the Board.

CONCLUSION

It is concluded that this report provides the Board with information regarding the expiry of existing provincial reform non-profit housing provider mortgages, and a strategy to address retaining these expired units in the community housing portfolio. It is recommended that the Board approve this post mortgage community housing funding direction and authorize Administration to engage in negotiations with non-profit providers who have or will soon reach their mortgage expiry terms.

REFERENCE MATERIALS

Attachment #1 [Non-Profit Housing Provider Projects and Mortgage Expiry Listing](#)

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

Attachment #1 - Provincial Reform Non-Profit Housing Provider Projects and Mortgage Expiry Listing Attachment #1
Report No. 2023-25

Housing Provider	Initiated	Year - Mortgage Expiry
Beendigen Inc. - Phase 1	December 1, 1988	2023
Beendigen Inc. - Phase 2	January 1, 1991	2026
Chateaulac Housing Inc.	May 1, 1990	2025
Fort William Branch No. 6 Housing Corp.	January 1, 1988	2023
Geraldton Municipal Housing - Phase 1	Apr 1, 1990	2025
Geraldton Municipal Housing - Phase 2	Jan 1, 1991	2026
Geraldton Municipal Housing - Phase 3	Jan 1, 1994	2029
Greek Orthodox Community of the Holy Trinity Non-Profit Housing Corp.	January 1, 1992	2027
Holy Cross Villa of Thunder Bay	July 1, 1987	2022
Holy Protection Millenium Home	September 1, 1994	2029
Kakabeka Legion Seniors Development Corp.	April 1, 1992	2027
Kay Bee Seniors Non-Profit Housng Corp.- Phase 1	March 1, 1988	2023
Kay Bee Seniors Non-Profit Housng Corp.- Phase 2	November 1, 1995	2030
Lakehead Christian Senior Citizens Apt Inc.- Phase 1	January 1, 1983	2018
Lakehead Christian Senior Citizens Apt Inc.- Phase 2	January 1, 1989	2024
Lutheran Community Housing Corp. of Thunder Bay - Luther	January 1, 1991	2026
Lutheran Community Housing Corp. of Thunder Bay - Kings	March 1, 1992	2027
Lutheran Community Housing Corp. of Thunder Bay - Bay	March 1, 1993	2028
Lutheran Community Housing Corp. of Thunder Bay - Pioneer	May 1, 1994	2029
Manitouwadge Muniapial Housing Corp. - Phase 1	May 1, 1987	2022
Manitouwadge Muniapial Housing Corp. - Phase 2	March 1, 1989	2024
Manitouwadge Muniapial Housing Corp. - Phase 3	April 1, 1990	2025
Manitouwadge Muniapial Housing Corp. - Phase 4	November 1, 1991	2026
Marathon Municipal Non-Profit Housing Corp.- Phase 1	July 1, 1989	2024
Marathon Municipal Non-Profit Housing Corp.- Phase 2	May 1, 1990	2025
Marathon Municipal Non-Profit Housing Corp.- Phase 3	July 1, 1991	2026
Matawa Non-Profit Housign Corporation	February 1, 1996	2031
Ontario Aboriginal Housing Service (former TBay Deaf Housing)	April 1, 1993	2028
Red Rock Municipal Non-Profit Housing Corporation	February 1, 1989	2024
St. Paul's United Church Non-Profit Housing Corporation	July 1, 1992	2027
Suomi Koti of Thunder Bay Inc.	April 1, 1988	2023
Thunder Bay Metro Lions Housing Corporation - Place	October 1, 1994	2029
Thunder Bay Metro Lions Housing Corporation - Centre	April 1, 1994	2029



BOARD REPORT

REPORT No.: 2023-26

MEETING DATE: JUNE 15, 2023

SUBJECT: COMMUNITY HOUSING INITIATED AGREEMENT TEMPLATE

RECOMMENDATION

THAT with respect to Report No. 2023-26 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (the Board), approve the Community Housing Initiated Agreement template for post-mortgage operating agreements with non-profit housing providers;

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

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

REPORT SUMMARY

To present a Community Housing Initiated Agreement template for The District of Thunder Bay Social Services Administration Board's (TBDSSAB or the Board) approval to establish agreements with non-profit housing providers post-mortgage expiry.

BACKGROUND

The Board has approved TBDSSAB Initiated Agreement templates to establish agreements for its various program areas, i.e., Child Care and Early Years, Homelessness Prevention Program (formerly Community Homelessness Prevention Initiative), and General Program purposes (Report No. 2018-03). Subsequently, the Board passed program-specific by-laws to authorize this form of agreement to be executed by TBDSSAB and approved service providers.

Historically, templates have been developed and approved by the Board to ensure all relevant legal and program aspects related to program funding are included, to ensure consistency across program areas, and safeguard TBDSSAB's investment in programming.

The *Housing Services Act, 2011* does not specify an end date for the obligations of projects that were either partially or entirely funded by the province (called “provincial reform” projects). This means that provincial reform projects must continue to provide affordable housing, including rent-geared-to-income housing, after their original mortgage matures, until they are actively removed from the *Housing Services Act, 2011*, (at the Minister’s discretion). In exchange, they continue to receive a subsidy from their Service Manager, calculated with the funding formula set out in the Act.

On March 30, 2022, the Province of Ontario released regulations amending Ontario Regulation 367/11 under the *Housing Services Act, 2011* to create a service agreement framework that supports the continuity of Community Housing as many community housing providers (private and municipal non-profits) are reaching the end of their original program mortgage.

In that regard, TBDSSAB participated in the deliverables of a Service Agreement Technical Table (Technical Table), which was a working group established through the Ministry of Municipal Affairs and Housing to provide support to the development of new service agreements following mortgage expiry process.

COMMENTS

The key terms and conditions developed by the Technical Table were provided to participating Service Managers. TBDSSAB Administration developed a draft Initiated Agreement template using the information provided by the Technical Table and incorporated those items with the components included as standard items within the other TBDSSAB Initiated Agreement templates. This new Initiated Agreement package was reviewed by TBDSSAB’s legal counsel.

The Initiated Agreement template, provided in Attachment #1, will form ongoing agreements between TBDSSAB and approved non-profit housing providers to ensure the long-term sustainability of Community Housing service level standards across the District of Thunder Bay.

STRATEGIC PLAN IMPACT

This Report relates to the Board’s strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources, and the long-term sustainability of the housing service system.

FINANCIAL IMPLICATIONS



There are no direct financial implications relative to this Report.

CONCLUSION

It is concluded that the new Community Housing Operating Agreement template is required to establish agreements between TBDSSAB and approved non-profit housing providers following mortgage expiry and should be approved as presented.

REFERENCE MATERIALS

Attachment #1 [Initiated Agreement - Community Housing Operating Agreement Template](#)

PREPARED BY:	Crystal Simeoni, Manager, Housing Programs Keri Greaves, CPA, Manager, Finance Ken Ranta, Director, Integrated Social Services
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer



THIS AGREEMENT made in duplicate this _____ day of _____, 20XX_ (the "Effective Date").

BETWEEN:

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

(hereinafter referred to as "TBDSSAB")

and

NAME OF HOUSING PROVIDER

(hereinafter referred to as the "Housing Provider")

WHEREAS TBDSSAB has been designated as a delivery agent pursuant to the *Housing Services Act, 2011*, and having the responsibility for establishing, administering, and funding housing and homelessness programs and services in the District of Thunder Bay;

AND WHEREAS TBDSSAB, under the *Housing Services Act, 2011*, has the authority to enter into an agreement with the Housing Provider for the provision of certain housing and homelessness programs and services;

AND WHEREAS TBDSSAB and the Housing Provider wish to enter into this Agreement for the provision of the Program by the Housing Provider, in accordance with the terms and conditions set out herein,

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

1. DEFINITIONS

In this Agreement,

- (a) "AODA" means the *Accessibility for Ontarians with Disabilities Act, 2005, S.O. 2005 Chapter 11*, as may be amended from time to time and all regulations thereunder.
- (b) "Agreement" means this housing operating agreement, including all Schedules attached hereto, as amended, supplemented, or otherwise modified from time to time.
- (c) "Canada Pension Plan" means the *Canada Pension Plan, R.S.C. 1985, c. C-8*, as may be amended from time to time and all regulations thereunder.
- (d) "Delegates" means such other person or persons as may be appointed by TBDSSAB.
- (e) "Employment Insurance Act" means the *Employment Insurance Act, S.C. 1996, c.23*, as may be amended from time to time and all regulations thereunder.
- (f) "Fiscal Year" means the calendar year beginning January 1st and ending December 31st.
- (g) "FIPPA" means the *Freedom of Information and Protection of Privacy Act, R.S.O. 1990 c. F.11*, as may be amended from time to time and all regulations thereunder.
- (h) "Funds" means the funds paid in accordance with Section 6 of this Agreement.
- (i) "Housing Services Act, 2011" means the *Housing Services Act, S.O. 2011 c.6, Schedule 1*, as may be amended from time to time and all regulations thereunder.



- (j) **"Human Rights Code"** means *Human Rights Code, R.S.O. 1990, CHAPTER H.19*, as may be amended from time to time and all regulations thereunder.
- (k) **"Income Tax Act"** means the *Income Tax Act, R.S.O. 1990, c. I.2*, as may be amended from time to time and all regulations thereunder.
- (l) **"MFIPPA"** means *Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56*, as may be amended from time to time and all regulations thereunder.
- (m) **"Occupational Health and Safety Act"** means the *Occupational Health and Safety Act, R.S.O. 1990, c. O.1*, as may be amended from time to time and all regulations thereunder.
- (n) **"Parties"** means collectively TBDSSAB and the Housing Provider, and **"Party"** means any one of them.
- (o) **"PIPEDA"** means the *Personal Information Protection and Electronic Documents Act, S.C. 2000 c. 5*, as may be amended from time to time and all regulations thereunder.
- (p) **"Program"** means a wide range of programs and services, as further set out in Schedule 1.
- (q) **"Reports"** means the records and reports as set out in Section 9 and Section 10 of this Agreement.
- (r) **"Schedules"** means all Schedules attached hereto, which shall form part of this Agreement.
- (s) **"Services"** means the services, deliverables and obligations to be provided and/or performed by the Housing Provider in connection with the Program, as set out in the Schedules.
- (t) **"TBDSSAB Staff"** means the staff of TBDSSAB authorized to exercise the rights and perform the duties of TBDSSAB under this Agreement.
- (u) **"Term"** means collectively, the Initial Term and any Renewal Term(s), as set out in Section 5 of this Agreement.
- (v) **"WSIA"** means the *Workplace Safety and Insurance Act, 1997, S.O. 1997, c.16, Sch. A*, as may be amended from time to time and all regulations thereunder.

2. PURPOSE

TBDSSAB and the Housing Provider each acknowledge and agree that:

- (a) the Program will be governed by Part VII.1 of the *Housing Services Act, 2011* and shall cease being a 'designated housing project' under the *Housing Services Act, 2011*;
- (b) the Program is no longer subject to a pre-reform operating agreement or mortgage guaranteed by the Province of Ontario that relates to a transferred housing program, as applicable;
- (c) it shall comply with the applicable terms of the *Housing Services Act, 2011*, in the performance of its obligations under this Agreement; and
- (d) the Government of Ontario, as represented by the Minister of Municipal Affairs and Housing (the **"Minister"**) has been provided with written notice of the Parties' intention to enter into this Agreement at least thirty (30) days prior to the Effective Date.



3. GOVERNANCE

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

- (a) a code of conduct and ethical responsibilities, including a policy on protection of privacy in accordance with *FIPPA*, *MFIPPA* or *PIPEDA*, as applicable, or that is consistent with the *Canadian Standards Association Code for the Protection of Personal Information* and that is publicly available;
- (b) a policy on conflict of interest for all persons at all levels of the Housing Provider;
- (c) a policy on access for all persons in accordance with the *AODA*;
- (d) procedures to ensure the ongoing effective functioning of the Housing Provider;
- (e) decision-making mechanisms for the Housing Provider;
- (f) procedures to enable the Housing Provider to manage the Funds prudently and effectively;
- (g) procedures to enable the Housing Provider to provide the Program successfully;
- (h) procedures to enable the Housing Provider, in a timely manner, to identify risks to the provision of the Program, and strategies to address the identified risks;
- (i) procedures to enable the preparation and delivery of all Reports; and
- (j) procedures to enable the Housing Provider to deal with such other matters as it or TBDSSAB deems necessary to ensure that the Housing Provider carries out its obligations in accordance with this Agreement.

The Housing Provider shall provide TBDSSAB with supporting documentation, upon request, that the Housing Provider has and maintains all items enumerated in this Section 3.

4. PROGRAM

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



5. TERM

This Agreement will commence on the Effective Date and will continue for a period of ten (10) years (the "**Initial Term**"), unless terminated earlier in accordance with its terms. This Agreement will automatically renew on the expiry of the Initial Term for additional **one (1) year** terms (each, a "**Renewal Term**"), until the earlier of: (a) this Agreement being superseded or replaced by a subsequent agreement; (b) the Parties entering into an Exit Agreement (as defined in Subsection 0) and such Exit Agreement takes effect; and (c) the termination of this Agreement by either Party in accordance with the terms hereof.

6. PAYMENT FOR SERVICES

- (a) In consideration of the provision of the Services, TBDSSAB shall pay to the Housing Provider the amounts set forth in the approved budget attached hereto as Schedule 2, as updated in accordance with Subsection 6(h), up to the maximum amount specified therein (the "**Budget**"), and at the times and in the manner provided therein, subject to the terms and conditions of this Agreement. Notwithstanding the foregoing, TBDSSAB reserves the right to determine or amend the amounts, times and manner of such payments, in its sole discretion.
- (b) TBDSSAB shall deposit the Funds into an account designated by the Housing Provider provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Housing Provider.
- (c) Where the Housing Provider has failed to claim for all Services for which it is entitled to receive payment, a corrected claim must be received by TBDSSAB within ninety (90) days of the applicable Fiscal Year end, in default of which, the Housing Provider shall have no right to claim payment for such item.
- (d) Notwithstanding Subsection 6(c), where the Housing Provider has failed to claim for Services for which it is entitled to receive payment in the fourth quarter, any adjustments to annual reconciliation reports must be made within ten (10) days of the date in which the reconciliation report was due, in default of which, the Housing Provider shall have no right to claim payment for such item.
- (e) The Housing Provider shall expend the Funds in accordance with the Budget and the terms and conditions of this Agreement. If at the end of each funding year during the Term, the Housing Provider has not spent all of the Funds allocated to it for such funding year, as set out in the Budget, the Housing Provider shall, at TBDSSAB's option, either: (i) return such unspent Funds to TBDSSAB; or (ii) spend such unspent Funds, in accordance with any instructions provided by TBDSSAB from time to time.
- (f) It is agreed and understood that TBDSSAB may withhold payments, or a reasonable amount considering the nature of the breach, if the Housing Provider is in breach of its obligations under this Agreement.
- (g) In the event the Housing Provider does not achieve its target levels or spend monies advanced by TBDSSAB in connection with the Program, the Housing Provider shall refund such amounts as may be determined by TBDSSAB from time to time.
- (h) The Parties agree that the Budget will be negotiated and updated on or before the start of each calendar year during the Term. In the event the Budget is not renegotiated by that time, payment will continue to be made in accordance with the Budget for the immediately preceding Fiscal Year until such time as the Budget is renegotiated or this Agreement is terminated.



- (i) The Housing Provider acknowledges that the amount of Funds available to it pursuant to this Agreement is based on the established budget of the Housing Provider, less any costs (including taxes) for which the Housing Provider has received, will receive, or is eligible to receive, a rebate, credit or refund.
- (j) The Housing Provider may use a portion of the Funds for central administration costs, including for administering the Program, in accordance with the Budget.

7. ACKNOWLEDGEMENT OF FUNDING SUPPORT

- (a) To recognize and acknowledge the financial support provided hereunder, the Housing Provider will only communicate information to the public (e.g., via press release, social media posting, etc.) about the Program as requested or otherwise approved by TBDSSAB. For clarity, the Housing Provider will acknowledge the financial support of TBDSSAB, in a form and manner satisfactory to TBDSSAB and shall otherwise inform, involve, co-operate and obtain prior written approval of TBDSSAB with respect to any public communications concerning the Program or TBDSSAB.
- (b) TBDSSAB will consider requests for exemptions from the obligations of this Section if the requirements constitute undue hardship for the Housing Provider.
- (c) Materials prepared by the Housing provider in order to fulfill its reporting obligations under this Agreement are not required to fulfill the requirements outlined in Subsection 7(a) of this Agreement.

8. TBDSSAB INSPECTION AND CONSULTATION

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

9. PROGRAM RECORDS AND REPORTS

- (a) The Housing Provider shall maintain complete and accurate records of all financial, service and other activities related to the Services and the Program, with respect to each site where the Services and the Program are being provided.
- (b) In accordance with Schedule 3, the Housing Provider shall provide TBDSSAB with quarterly, year-to-date reports, by the 21st of the month following the end of each quarter, which outline the actual and projected expenditures and revenues, as well as specific service data. The Housing Provider shall also forward to TBDSSAB any other related statistical data, which may be requested by TBDSSAB.
- (c) The Housing Provider shall prepare and submit to TBDSSAB a comprehensive annual report respecting the Services and the Program.
- (d) The Housing Provider shall provide to TBDSSAB such further information and reports, in such form as TBDSSAB may require from time to time to monitor and evaluate the provision of Services and the Program.



- (e) The Housing Provider shall ensure that all report submissions are signed on behalf of the Housing Provider by an authorized signing officer.
- (f) In the event that the Housing Provider ceases operation, it is agreed that the Housing Provider will not dispose of any records related to the Services or the Program without the consent of TBDSSAB. The Housing Provider may, with the consent of TBDSSAB, satisfy this requirement by delivering the possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.

10. FINANCIAL RECORDS AND REPORTS

- (a) The Housing Provider shall maintain books, documents, vouchers, records and books of account respecting the Services and the Program and shall allow TBDSSAB Staff, or such other persons as may be appointed by TBDSSAB, to inspect and audit such books, documents, vouchers, records and books of account at all reasonable times both during the Term and subsequent to its expiration or termination.
- (b) The Housing Provider shall, unless otherwise stated in writing by TBDSSAB, submit to TBDSSAB an audited financial statement and reconciliation report with respect to the Services provided within four (4) months of the Housing Provider's fiscal year end. The cost of preparing the statement and report shall be borne by the Housing Provider.
- (c) The Housing Provider shall prepare and submit annually, and at any other time upon request, a financial report in such form and containing such information as TBDSSAB may require.
- (d) The Housing Provider shall comply with the financial reporting requirements as attached hereto as Schedule 3.
- (e) The Housing Provider shall adhere to any additional financial reporting requirements specified in the Budget.
- (f) The Housing Provider shall retain the financial books, documents, vouchers, records and books of account referred to in this Agreement for a minimum period of at least seven (7) years from the end of the fiscal period to which they relate and for such additional period as TBDSSAB may require as they may relate to specific matters, provided that the Housing Provider may, with the consent of TBDSSAB, satisfy this requirement for retention beyond the seven (7) year period by delivering the possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.
- (g) The Housing Provider shall comply with generally accepted accounting principles in the treatment of revenues and expenditures. The Housing Provider shall comply with TBDSSAB direction on the treatment of revenues and expenditures as determined from time to time by TBDSSAB.
- (h) Where the Housing Provider files its financial submissions after the filing deadline, TBDSSAB will take the following action until the submission has been received to the satisfaction of TBDSSAB:
 - (i) If the submission is not received by TBDSSAB by the filing deadline, TBDSSAB will inform the Housing Provider that the submission is overdue;
 - (ii) After thirty (30) days, the amount of Funding to be paid will be reduced by fifty percent (50%) of the applicable monthly payment; and



- (iii) Upon submission of TBDSSAB's requirements, TBDSSAB will revert to the normal monthly payment process, and will include in the monthly payment the total amount withheld up to that point, unless additional costs have resulted to TBDSSAB, in which case the payment will be reduced accordingly.

11. QUALITY ASSURANCE

The Housing Provider shall comply with the quality assurance program, attached hereto as Schedule 4, as well as any other quality assurance reporting requirements as designated or created by TBDSSAB from time to time.

12. RETENTION OF RECORDS

- (a) In addition to the requirements of Section 9 and Section 10, the Housing Provider shall not dispose of any records related to the Services or the Program for a period of seven (7) years from the end of the fiscal year during which they were prepared or received, without the prior written consent of TBDSSAB, which may be given subject to such terms and conditions as TBDSSAB deems advisable.
- (b) Notwithstanding Subsection 12(a) hereof, the Housing Provider shall retain any such records for such additional period as TBDSSAB may reasonably require in special circumstances, provided that the Housing Provider may, with the consent of TBDSSAB, satisfy this requirement for retention beyond the seven (7) year period by delivering possession of the relevant books, documents, vouchers, records and books of account to TBDSSAB.

13. ACQUISITION OF GOODS OR SERVICES AND DISPOSAL OF ASSETS

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

14. CONFLICT OF INTEREST

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

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



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

15. CONFIDENTIALITY AND FREEDOM OF INFORMATION

- (a) Except where otherwise permitted or required by law, the Housing Provider and its directors, officers, employees, agents, volunteers, contractors and other representatives (collectively, "**Representatives**") shall hold confidential and shall not disclose or release to any person at any time during or following the Term, any information or document that tends to identify any individual in receipt of the Services or participating in the Program without obtaining the written consent of the individual or the individual's parent, guardian or legal representative prior to the release or disclosure of such information or document.
- (b) The Housing Provider shall require all of its Representatives to abide by its policy on protection of privacy in accordance with *FIPPA*, *MFIPPA* or *PIPEDA*, as applicable, in accordance with Subsection 3(i) of this Agreement.
- (c) Unless otherwise permitted or required by law, the Housing Provider shall, and shall ensure its Representatives, respect and strictly observe the confidentiality and propriety nature of the confidential business information of TBDSSAB and the personal information of any individual in receipt of Services through the Program. The confidential information of TBDSSAB shall include any information identified by TBDSSAB or its Representatives as confidential or proprietary, or which, under the circumstances, ought to be treated as confidential or proprietary.
- (d) The Housing Provider acknowledges that any information collected by TBDSSAB or provided to TBDSSAB by the Housing Provider or its Representatives pursuant to this Agreement is subject to the rights and safeguards in accordance with *MFIPPA*.

16. STAFF AND METHODS

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

17. INDEMNIFICATION

The Housing Provider shall, both during and following the Term, indemnify, defend (at TBDSSAB's option) and save harmless TBDSSAB and its Representatives from all costs, losses, damages, judgments, claims, demands, suits, actions, complaints or other proceedings by whomever made, brought or prosecuted in any manner based upon, occasioned by or attributable to: (a) anything done or omitted to be done by the Housing Provider or its Representatives related to or arising out of this Agreement or in connection with the Program or the Services provided, purported to be provided or required to be provided by the Housing Provider pursuant to this Agreement; and (b) the Housing Provider's breach of any term of this Agreement or any representation or warranty provided hereunder.

18. LIMITATION OF LIABILITY

In no event will TBDSSAB be liable for any indirect, incidental, special, consequential, exemplary or punitive damages of any nature whatsoever, including damages for loss of profits, anticipated or lost revenue, loss of data, loss of use of any information system, business interruption, loss of business information, or any other pecuniary loss, arising



from or relating to this Agreement, regardless of the Claim and regardless of whether TBDSSAB had been advised of the possibility of such damages. If Housing Provider is entitled to recover from TBDSSAB any damages relating to this Agreement, the aggregate liability of TBDSSAB, if any, will in no event exceed the value of the Funding paid by TBDSSAB to Housing Provider in the three (3) months preceding the event giving rise to such damages.

19. INSURANCE

(a) Unless waived in writing, in whole or in part by TBDSSAB, the Housing Provider shall obtain and maintain in full force and effect during the Term, commencing no later than the Effective Date, and at the Housing Provider's expense, the following insurance policies, with insurers licensed in Ontario: errors and omissions (professional liability), property, boiler, general liability, directors' and officers' liability, vehicle, and such other insurance as may be required by TBDSSAB from time to time.

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

(i) Comprehensive General Liability Insurance

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

(A) include as an additional insured TBDSSAB in respect of the provision of Services by the Housing Provider pursuant to this Agreement;

(B) contain a cross-liability clause endorsement;

(C) contain non-owned automobile liability;

(D) contain a clause including liability arising out of contract or agreement;

(E) contain a clause including errors and omissions (professional liability), as required;

(F) contain a clause stating that such insurance shall remain in force and not be amended, cancelled or allowed to lapse without thirty (30) days' prior written notice being given to TBDSSAB. Regardless of when or if notification is received by TBDSSAB, this Agreement will be terminated effective the date the insurance policy is cancelled, for whatever reason;

(G) insurance for building contents (furniture/equipment) and computer insurance providing coverage, and with an insurer acceptable to TBDSSAB, in an amount not less than full replacement cost of all furniture, equipment, computer hardware, computer software, and other related items owned by TBDSSAB which are in the possession of the Housing Provider.

(ii) Property Insurance

The Housing Provider shall obtain and maintain in full force and effect during the Term, commencing no later than the Effective Date, and at the Housing Provider's expense, property insurance acceptable to TBDSSAB



in an amount related to the replacement value of all buildings on the properties used in connection with the provision of the Services provided hereunder.

(iii) Automobile Insurance

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

- (c) If TBDSSAB requests to have the amount of coverage increased or to obtain other special insurance, then the Housing Provider shall forthwith obtain such increased coverage or special insurance.
- (d) Prior to commencement of all activities provided for in this Agreement, the Housing Provider shall file with TBDSSAB certificates of insurance evidencing full compliance with this Section 19, and shall submit annually such certificates of insurance to TBDSSAB or other proof of insurance in such form as TBDSSAB may require.

20. PROOF OF CERTIFICATION

The Housing Provider shall maintain for inspection by TBDSSAB, as may be required, copies of the required fire and health certification and verification of each annual inspection.

21. TERMINATION AND SUSPENSION

- (a) Either Party may terminate this Agreement, in whole or in part, upon ninety (90) days' prior written notice to the other Party.
- (b) TBDSSAB shall have the right to:
- (i) terminate this Agreement, in whole or in part, at any time by providing ninety (90) days prior written notice to the Housing Provider;
 - (ii) terminate this Agreement, in whole or in part, at any time, without prior notice, if it determines, in its sole discretion, that the Housing Provider is not complying with the terms and conditions of this Agreement;
 - (iii) terminate this Agreement pursuant to Subsection 22(d)(vi); or
 - (iv) suspend the Services, in whole or in part, for such period of time as it may deem advisable.

Upon receipt of such notice, the Housing Provider shall cease performing the Services and any activities related thereto, except as necessary to close out or suspend such Services, as approved by TBDSSAB in writing.

- (c) In the event of the termination or suspension, the Housing Provider will promptly refund to TBDSSAB any Funds advanced by TBDSSAB to the Housing Provider and not expended in accordance with the Budget, and all other adjustments shall be made as between the Parties as of the date of the notice of termination or suspension.



- (d) Notwithstanding any other provision of this Agreement, any termination of this Agreement is subject to both Parties entering into an exit agreement, on such terms and for such period as the Parties may agree, in accordance with the *Housing Services Act, 2011* (an "**Exit Agreement**").

22. Events of Default

- (a) Any of the following events will constitute an event of default under this Agreement:
- (i) the Housing Provider fails to observe or comply with any term of this Agreement, in whole or in part;
 - (ii) the Housing Provider fails to remain in good standing, including meeting any applicable obligations under its incorporating legislation, maintaining minimum board size, and making annual filings;
 - (iii) the Housing Provider is in breach of or fails to comply with any applicable law, regulation, license, permit or TBDSSAB policy;
 - (iv) any representation or warranty made by the Housing Provider under this Agreement is found to be untrue or incorrect;
 - (v) if the Housing Provider knew or ought to have known any information, statement, certificate, report or other document provided by, or on behalf of, the Housing Provider pursuant to, or as a result of this Agreement, is untrue or incorrect;
 - (vi) the Housing Provider incurs an expenditure or an accumulated deficit that is, in the opinion of TBDSSAB, substantial and excessive;
 - (vii) in the opinion of TBDSSAB, acting reasonably, the Housing Provider has failed to operate the Program properly;
 - (viii) the Housing Provider contravenes a lease under which it has a leasehold interest in the Program or in land where the Program is located; or
 - (ix) the Housing Provider is in a default pursuant to any other agreement between TBDSSAB and the Housing Provider,
- (each, an "**Event of Default**").
- (b) On the occurrence of an Event of Default, TBDSSAB will provide written notice to the Housing Provider, which sets out the nature of the default, what, if anything, the Housing Provider must do or refrain from doing to rectify the default, and the date by which the breach must be rectified (the "**Cure Period**"). The Cure Period shall be a minimum of thirty (30) days from the date of delivery of the notice. If the Event of Default is not, or cannot be, remedied during the Cure Period, such Event of Default will become a Material Default (as defined in Subsection 22(c)).
- (c) Any of the following events will constitute a material default under this Agreement:
- (i) the Housing Provider does not or cannot remedy an Event of Default during the Cure Period;
 - (ii) the Housing Provider becomes bankrupt or insolvent, takes the benefit of any statute for bankrupt or insolvent debtors or makes any proposal, assignment or arrangement with its creditors;
 - (iii) steps are taken or proceedings are commenced by any person to dissolve or wind up the Housing Provider;
 - (iv) the Housing Provider ceases or threatens to cease to carry on business in the normal course;



- (v) a trustee receiver, receiver and manager or similar person is appointed with respect to the business or assets of the Housing Provider;
 - (vi) any assets of the Housing Provider are seized under execution or attachment;
 - (vii) the Housing Provider is unable to fulfil its obligations; or
 - (viii) the Housing Provider has operated the Program in a way that has resulted in significant physical deterioration of the Units (as defined in Schedule 1) affecting their structural integrity or causing any health or safety issues for the residents of the Units,
- (each a "**Material Default**").
- (d) In the event that a Material Default has occurred, TBDSSAB may, at its option, without prejudice to TBDSSAB obtaining any other remedy it may be entitled to:
 - (i) reduce, suspend or discontinue payment of any Funding, subsidy or contribution that would otherwise be payable by TBDSSAB to the Housing Provider under this Agreement;
 - (ii) remedy such Material Default on behalf of the Housing Provider;
 - (iii) appoint an operational advisor, an interim receiver, and/or a property manager for the Housing Provider to assume operation of the Program;
 - (iv) seek appointment by a court of competent jurisdiction of a receiver or receiver and manager for the Housing Provider;
 - (v) appoint directors to the Housing Provider's board of directors, where permitted under the Housing Provider's constating documents and applicable law; and/or
 - (vi) terminate this Agreement.
 - (e) Should TBDSSAB incur any expenses in exercising its remedies under this Agreement, TBDSSAB may bill the Housing Provider, and the Housing Provider shall reimburse TBDSSAB, for such expenses incurred. The Parties agree that TBDSSAB may elect to recover such debt by reducing the amount of any payment that would otherwise be payable by TBDSSAB to the Housing Provider pursuant to this Agreement.
 - (f) The Housing Provider acknowledges that TBDSSAB will be under no liability to the Housing Provider for any act or omission of any operational advisor, receiver and/or property manager appointed in connection with TBDSSAB exercising its remedies under this Agreement.

23. RIGHTS AND REMEDIES ARE NOT MUTUALLY EXCLUSIVE

To the fullest extent permitted by law, TBDSSAB's rights and remedies, whether provided for in this Agreement or otherwise, are not mutually exclusive and are cumulative and not alternative and may be exercised independently or in any combination.

24. GOOD FAITH AND COOPERATION

The Housing Provider represents, warrants, and covenants that it shall act in good faith, complete cooperation, and honesty in the performance of all its obligations under this Agreement, which for clarity includes cooperation with TBDSSAB's exercise and use of its rights and remedies.



25. DISPUTE RESOLUTION

In the event that a dispute arises between the Parties out of or in connection with this Agreement, the Parties agree to use the following dispute resolution processes to resolve such dispute:

- (a) Either Party may provide written notice to the other Party, setting out the nature of the dispute and requesting that the Parties negotiate a resolution (each, a "**Dispute Notice**"). On receipt of a Dispute Notice, the Parties shall make every reasonable effort to resolve the dispute through negotiation. A meeting may be held promptly between the Parties, attended by individuals with decision-making authority regarding the dispute, to attempt in good faith to achieve a resolution to the dispute.
- (b) If within thirty (30) days after delivery of a Dispute Notice, or such further period as may be agreed to by the Parties in writing, the Parties have not resolved the dispute, the Parties agree to submit the matter to arbitration. The arbitration shall be conducted under the following parameters:
 - (i) The Parties shall refer the dispute to a single arbitrator.
 - (ii) If the Parties cannot agree on an arbitrator, then an arbitrator shall be appointed pursuant to the *Arbitration Act, 1991*, S.O. 1991, c.17.
 - (iii) The arbitration shall be conducted in accordance with the *Arbitration Act, 1991*, S.O. 1991, c.17, as may be amended or replaced from time to time.
 - (iv) Each Party shall bear its own costs and half of the fees and expenses of the arbitrator, unless the arbitrator determines otherwise.

26. INTERPRETATION

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

27. HUMAN RIGHTS CODE

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

28. OBSERVANCE OF THE LAW

- (a) This Agreement shall be governed by and construed in accordance with the laws of Ontario.



- (b) Any reference to an act in this Agreement shall include a reference to the regulations made pursuant to such act, all amendments made to such act and regulations from time to time, and to any act or regulation which may be passed and thereafter has the effect of supplementing or superseding such act or regulation as referenced in this Agreement.
- (c) The Parties agree that they and their Representatives shall at all times comply with the terms of this Agreement and all Federal, Provincial and Municipal laws, ordinances, statutes, rules, regulations and orders governing the performance of this Agreement.
- (d) Any actions or proceedings arising in connection with the Agreement shall be conducted in the courts of Ontario, which shall have exclusive jurisdiction over such proceedings.

29. NON-ASSIGNMENT

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

30. AMENDMENTS

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

31. THIS AND PREVIOUS AGREEMENTS

- (a) All the terms and conditions of the Schedules hereto are incorporated into and form part of this Agreement.
- (b) The invalidity of any provision of this Agreement or any covenant herein contained or the unenforceability of the same against any Party hereto shall not affect the validity of any other provision or covenant herein contained or the enforceability of any portion of this Agreement against any other Party hereto.
- (c) This Agreement supersedes all previous written or oral representations, agreements and understandings between the Parties with respect to the subject matter hereof and no amendments shall be valid unless in accordance with Section 30 of this Agreement.
- (d) The obligations of the Parties which expressly, or by their nature, survive the termination or expiration of this Agreement, shall continue in force and effect following termination or expiration until they are satisfied or, by their nature, expire. This includes the confidentiality provisions of this Agreement.

32. STATUS OF HOUSING PROVIDER

- (a) The Housing Provider acknowledges and agrees this Agreement is in no way deemed or construed to be a contract or agreement of employment.
- (b) The Parties agree and acknowledge that this Agreement does not constitute a partnership, employment agreement or joint venture between the Parties, nor shall any agency relationship arise as a consequence of this Agreement.
- (c) The Parties agree and acknowledge that the Housing Provider is under no obligation to provide its services to TBDSSAB, exclusively or otherwise, and TBDSSAB is under no obligation to engage the services of the Housing Provider during the Term. The Housing Provider shall not rely upon the continuation of the Term to plan its financial affairs.



- (d) Without limiting the generality of the foregoing, the Parties agree that it is not intended by this Agreement, that the Housing Provider, or its employees, are employees of TBDSSAB for the purposes of:
- (i) the *Income Tax Act*;
 - (ii) the *Canada Pension Plan*;
 - (iii) the *Employment Insurance Act*;
 - (iv) the *WSIA*; and/or
 - (v) the *Occupational Health and Safety Act*,
- all as amended and revised from time to time, and any legislation in substitution therefore.
- (e) Notwithstanding Subsections 32(a) and 32(b), it is the sole and exclusive responsibility of the Housing Provider to satisfy itself as to its status and obligations under all legislation, and other laws including the acts referred to in Subsection 32(d).
- (f) The Housing Provider shall indemnify and hold harmless TBDSSAB from any and all amounts required to be paid by the Housing Provider, or claimed to be due and owing by the Housing Provider, and for any and all legal costs (including fees and disbursements) and administrative costs incurred by TBDSSAB relating to any failure of the Housing Provider to comply with the provisions of any legislation referred to above.

33. FURTHER ASSURANCES

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

34. WAIVER

No condoning, excusing, waiver or overlooking of any default, breach or non-observance by either Party at any time in respect of any term or condition of this Agreement is effective unless given in writing and shall not operate as a waiver of the rights of such Party in respect of any subsequent default, breach, or non-observance.



35. NOTICES

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

Chief Administrative Officer
The District of Thunder Bay Social Services Administration Board
231 May Street South
Thunder Bay, ON P7E 1B5
Telephone: 807.766.2103
Fax No.: 807.345.6146

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

Executive Director
Name of Housing Provider
Address
City Province Postal Code
Telephone: xxx.xxx.xxxx
Fax No.: xxx.xxx.xxxx

- (c) Notices shall be considered delivered on the date of any personal delivery, service by courier or fax transmission and five (5) business days after mailing if the notice was sent by certified mail, registered mail or priority post. If a mail strike is in progress or there is a reasonable expectation of a mail strike, notice shall be given by one of the alternative permitted methods.
- (d) If at any time, either Party gives notice to the other Party of a change of its address or fax number, then from and after the date of such notice, the address or fax number therein specified shall be deemed to be the address or fax number of that Party.

36. BINDING EFFECT

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

[Signature Page Follows]



IN WITNESS WHEREOF, this Agreement has been signed on behalf of TBDSSAB and the Housing Provider, by their duly authorized signing officers, as of the Effective Date.

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

**** Ken Boshcoff**
Chair - TBDSSAB

**(Affix Corporate Seal or Witness)*

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

**ON BEHALF OF
NAME OF HOUSING PROVIDER**

Witness

**** Signing Officer**

Title: _____

Name: _____

(Please Print)

**(Affix Corporate Seal or Witness)*

Witness

**** Signing Officer**

Title: _____

Name: _____

(Please Print)

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

** I have authority to bind the Corporation



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

SCHEDULE 1
to the **Community Housing Operating Agreement** between
TBDSSAB and the **Housing Provider**

PROGRAM DESCRIPTION

1. Program Description and Key Principles

The Program aims to provide a wide range of housing programs and services. The key principles of the Program are:

- (a) Shared Accountability: TBDSSAB and the Housing Provider have a shared responsibility to the public to facilitate, promote and deliver affordable housing. Public accountability and compliance will be maintained through streamlined, simplified, and transparent reporting processes that minimize administration burden wherever possible.
- (b) Protecting Tenancies: The Program aims to establish an appropriate funding approach based on the unique circumstances of the Housing Provider in order to protect existing tenancies and deliver affordable, quality housing.
- (c) Long-Term Sustainability: The Parties wish to establish the conditions to support sustainability across the community housing system, which includes working together to advocate for permanent financial investments from senior levels of government.
- (d) Protecting Shared Interests: The Parties will recognize and respect the historical investments made to establish the community housing assets and work together to protect, strengthen, and where possible grow the community housing system.
- (e) Innovation: The Parties will promote growth and support solutions that modernize the system through capacity building, corporate restructuring (mergers and amalgamations), and new development.
- (f) Partnership: The Parties will collaborate to protect, preserve and grow the community housing system to deliver quality housing for residents in the community.

2. Housing Provider Obligations

During the Term and in connection with the Program, the Housing Provider shall:

- (a) Provide a certain number of housing units, as determined annually and as identified in Schedule 2 to the Agreement, for use in connection with the Program (each, a “Unit”), and each household within a Unit shall receive rent-geared-to-income (“RGI”) assistance, or such other form of operating or rent assistance (“Non-RGI”) that supports the Program’s intention of affordable tenancies (collectively, “Assistance”), subject to the terms of this Agreement and the eligibility rules and household selection rules outlined in the *Housing Services Act, 2011*;
- (b) only select households to occupy the Units that are included in TBDSSAB’s centralized waiting list, in accordance with the *Housing Services Act, 2011* and regulations, [the prescribed provincial and service manager rules (including priority rules) provided by TBDSSAB from time to time], and all protocols and policies established by TBDSSAB from time to time, at TBDSSAB’s sole discretion (each, an “Eligible Household”); [NTD: Highlighted language to be included if appropriate.]
- (c) ensure that all Units are occupied by Eligible Households only, in accordance with the *Housing Services Act, 2011* and any applicable policies established by TBDSSAB from time to time, at TBDSSAB’s sole discretion;



- (d) calculate RGI rent in the manner prescribed by the *Housing Services Act, 2011* (“**Rent**”);
- (e) not increase the Rent charged to each Eligible Household by more than the prevailing rent increase guideline established each calendar year pursuant to the *Residential Tenancies Act, 2006*, as may be amended or replaced from time to time (the “**RTA**”), unless approval to increase Rent above such guideline amount is granted by TBDSSAB and permitted under applicable law. The Housing Provider shall adopt and apply the RTA rent increase guideline to the Program, notwithstanding that such guideline may not apply to the Program pursuant to the RTA;
- (f) observe and comply with the *Housing Services Act, 2011* and all written policies, guidelines, procedures or directives established by TBDSSAB, all as may be amended from time to time, as they relate to RGI and the Program;
- (g) ensure the Units are well managed, maintained in a satisfactory state of repair, comply with all applicable legislation and regulatory requirements, applicable municipal by-laws and policies established by TBDSSAB from time to time, at TBDSSAB’s sole discretion;
- (h) continue to be duly organized and validly existing in good standing under its applicable governing legislation and continue to have the necessary power and authority and be duly licensed to carry on its activities as presently conducted, own its properties (including the Units) and to observe and perform its obligations under this Agreement;
- (i) not undertake any of the following activities without prior written consent of TBDSSAB:
 - (i) change its Articles of Incorporation (or similar document);
 - (ii) sell, transfer or otherwise dispose of any interest in the Program or the Units;
 - (iii) demolish any buildings, or conduct any renovation, that has the effect of reducing the number of Units;
 - (iv) mortgage, refinance or encumber the Units;
 - (v) develop or re-develop the Units; and/or
 - (vi) reorganize, amalgamate, merge, consolidate or otherwise enter into any other form of business combination with any other person or entity;
- (j) participate in the group insurance program coordinated by Housing Services Corporation;
- (k) participate in building condition assessments completed by TBDSSAB every ten (10) years, or at such other frequency as TBDSSAB may require in its sole discretion (each, a “**Building Assessment**”);
- (l) maintain and update a capital plan and nine (9) year forecast related to its capital assets and any required planning resulting from Building Assessments (“**Capital Plan and Forecast**”), and provide an updated Capital Plan and Forecast to TBDSSAB on an annual basis;
- (m) work with TBDSSAB to develop a financial plan, including a five (5) year forecast, to ensure the appropriate level of stable and predictable funding for the Program, which shall be attached hereto as Attachment 1 (the “**Financial Plan**”). The Financial Plan shall be reviewed annually, as part of the Budget process, and shall address, without limitation, how revenue will meet expenditures, including capital expenditures, and how rent for Non-RGI Units will be set; and
- (n) maintain a capital reserve fund for the Program and fund such reserve in accordance with the Financial Plan. The Housing Provider shall also participate in the system of pooling capital reserve funds for investment purposes as established by Housing Services Corporation. Any income derived from the investment of such capital reserve funds must be retained in the capital reserve fund.



3. Housing Provider Services

During the Term and in connection with the Program, the Housing Provider shall:

- (a) provide all maintenance and other services which may be required with respect to the management, up-keep, and maintenance of each Unit;
- (b) provide and maintain all required hydro and water utilities for each Eligible Household;
- (c) maintain each Unit in a satisfactory state of repair, in accordance with all applicable legislation and regulatory requirements, municipal by-laws and policies established by TBDSSAB from time to time, at TBDSSAB's sole discretion; and
- (d) [insert any additional services to be provided by the Housing Provider in connection with the Program.]

4. Initiated Agreements' Accountable Advances Review Checklist

The Housing Provider shall deliver to TBDSSAB, upon execution of the Agreement, an executed copy of the Initiated Agreements' Accountable Advances Review Checklist, attached hereto as Attachment 2.

5. Acknowledgment

The Parties acknowledge and agree that all Eligible Households that are in receipt of any form of Assistance immediately prior to the Effective Date shall continue to receive such Assistance as part of the Program until such time as they cease to qualify for such assistance.

Attachment 1: Financial Plan

Attachment 2: Initiated Agreements' Accountable Advances Review Checklist



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

**SCHEDULE 3
to the Community Housing Operating Agreement between
TBDSSAB and the Housing Provider**

FINANCIAL REPORTING REQUIREMENTS

During the Term, in connection with the Program, Housing Provider shall provide TBDSSAB with the following financial reports and related documentation:

- (a) an annual budget for the applicable Fiscal Year, by August 31 of each year, including the goals and objectives for the Program;
- (b) quarterly, year-to-date financial reports by the 21st of the month following the end of the applicable quarter, in the form attached hereto at Attachment 1 or such other form as may be required by TBDSSAB from time to time;
- (c) a final year-to-date financial report by January 31st of each year for the preceding year, in the form attached hereto at Attachment 1 or such other form as may be required by TBDSSAB from time to time;
- (d) annual audited financial statements, which must include segmented information (revenue and expenses) by Program area, within four (4) months of the Housing Provider's fiscal year end;
- (e) the applicable, annual management letter received from the external financial statement auditors;
- (f) an annual information return;
- (g) annual subsidy reconciliations for the Program;
- (h) an annual report outlining the management/completion of the specific Program's goals and objectives, upon request from TBDSSAB;
- (i) any records or documents pertaining to the Funding and delivery of the Program by the Housing Provider, upon request from TBDSSAB;
- (j) annual confirmation of its contribution to its capital replacement reserve fund, capital budget, and capital expenditure plan for the Program;
- (k) an annual capital budget and nine (9) year forecast capital and replacement plan for the Program using information from the current Capital Plan and Forecast (as defined in Schedule 1);
- (l) a reserve fund strategy, updated annually;
- (m) a statement of capital reserve investments for the Program; and
- (n) any other documents, materials or other information as TBDSSAB may reasonably request.

Attachment 1: Sample Quarterly and Annual Financial Report



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

SCHEDULE 4
to the **Community Housing Operating Agreement** between
TBDSSAB and the **Housing Provider**

QUALITY ASSURANCE PROGRAM

This quality assurance program shall ensure that the Housing Provider provides the Program and performs its obligations related thereto in compliance with the terms of the Agreement, TBDSSAB's housing and homelessness plans and strategy (as updated by TBDSSAB from time to time), and any requirements and expectations of TBDSSAB and the Minister, as identified by TBDSSAB from time to time.

During the Term and for **[insert number of years]** thereafter, upon forty-eight (48) hours prior written notice from TBDSSAB, the Housing Provider shall:

- (a) give TBDSSAB or its designated representative (including the Minister) unrestricted access to all documents, books, records and accounts related to the Services and the Program, for the purpose of verifying compliance with the terms of the Agreement. The Housing Provider shall permit TBDSSAB or its designated representative (including the Minister) to make copies of any materials reviewed. The Housing Provider agrees that it shall cooperate with TBDSSAB and its designated representative (including the Minister) in the performance of any such review; and/or
- (b) participate in an operational and governance review, the requirements of which, will be provided by TBDSSAB to the Housing Provider with such written notice.

During the Term, the Housing Provider shall provide TBDSSAB with a monthly quality assurance report, which shall include:

- (a) the number of RGI Units (as defined in Schedule 1) in the Program;
- (b) the number of Non-RGI Units (as defined in Schedule 1) in the Program;
- (c) the number of tenants within a Unit, including a breakdown by age (adult, children); and
- (d) such other information as TBDSSAB may reasonably request.

The Housing Provider will provide such quality assurance report in such form as may be required by TBDSSAB from time to time. A sample form is attached hereto as Attachment 1 for information purposes only.

Attachment 1: Sample Quality Assurance Report Template



BOARD REPORT

REPORT No.: 2023-27
MEETING DATE: JUNE 15, 2023
SUBJECT: 2024 BUDGET SCHEDULE

RECOMMENDATION

THAT with respect to Report No. 2023-27 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2024 Budget Schedule as presented.

REPORT SUMMARY

To provide the proposed 2024 Budget Schedule to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) for approval.

BACKGROUND

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

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

COMMENTS

TBDSSAB employs a performance-based budgeting approach where financial decisions and resource allocation are based on achieving specific, and measurable, performance goals and outcomes. In accordance with the Budget Policy, Key Performance Indicators (KPI) for all areas of the organization are identified through the budget process and formally presented to the Board.

In fall/winter of 2023 the Board will develop and approve its multi-year Strategic Plan for 2024 and beyond. However, due to the timing of approval, that strategic direction may not be available prior to the final presentation of the 2024 Budget.

The proposed 2024 Budget and KPIs will be presented to the Board at the November 2023 Board meeting for review and deliberation using the strategic direction and outcomes identified in previous Strategic Plans. Administration will incorporate any feedback from the Board, as well as any additional information provided by provincial Ministries, and resubmit the Budget for approval at the December 2023 Board meeting.

If there are any Budget or KPI implications resulting from approval of the 2024 Strategic Plan, Administration will bring a separate Report to the Board at a subsequent meeting.

Table 1 below, presents the 2024 Budget Schedule as proposed by Administration:

Table 1: 2024 Budget Schedule	
Senior Management Team identifies Key Performance Indicators and establishes appropriate targets	July 4 - 28, 2023
Senior Management Team Budget deliberations	July 31 – September 21, 2023
Draft Capital Budget and 10-Year Capital Forecast submitted to Finance	August 31, 2023
Draft Operating Budgets submitted to Finance	September 22, 2023
Financial Context and Reserve and Reserve Fund Strategy Updates presented to the Board (at Regular Board Meeting)	October 19, 2023
Final Draft Budget submitted to Chief Administrative Officer	October 23, 2023
Draft Budget package provided to the Board for review (prior to Board meeting presentation)	October 26, 2023
Draft Budget presented to the Board (Administration will be available to answer questions)	November 16, 2023
Final Draft Budget including changes requested by the Board, presented to the Board for approval, including By-law approval	December 14, 2023

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

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS



There are no direct financial implications related to this report.

CONCLUSION

It is concluded that the proposed 2024 Budget Schedule has been developed to maximize the efficient and effective development of the 2024 Budget Package, with a target date for final Board approval of December 2023 and should be approved.

REFERENCE MATERIALS

None.

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



BOARD REPORT

REPORT No.: 2023-28

MEETING DATE: JUNE 15, 2023

SUBJECT: PROPOSED MEAL ALLOWANCE RATES

RECOMMENDATION

THAT with respect to Report No. 2023-28 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the revised Meal Allowance rates as presented, effective July 1, 2023.

REPORT SUMMARY

To request that The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approve the revised Meal Allowance rates in accordance with Policy CS-02:85 - Travel and Business Expense.

BACKGROUND

At the February 25, 2016, Board meeting the Board approved Policy CS-02:85 - Travel and Business Expense.

In accordance with this policy, any change to the rates for Meal Allowances must be approved by the Board.

COMMENTS

Meal Allowance rates have not been updated since the Policy was approved in 2016. Administration has reviewed the Meal Allowance rates relative to current economic conditions and realities of travel both within and outside of the District of Thunder Bay.

The review included a comparison of TBDSSAB meal allowances to other District Social Services Administration Boards (DSSABs).

The following is a summary of the ranges of other DSSABs' meal allowances:

	Current Meal Allowance Rates			
	Within District (\$)	Average (\$)	Outside District (\$)	Average (\$)
Breakfast	10.00 – 21.10	15.80	12.00 – 22.80	17.86
Lunch	15.00 – 30.00	20.36	18.00 – 35.00	23.18
Dinner	22.00 – 56.60	37.13	30.00 – 56.60	43.13

In addition, an amount for incidentals was also provided by one of the DSSABs. Three (3) of the DSSABs have recently updated their rates that resulted in significant increases. One is currently reviewing their rates and anticipating an increase as a result.

The current and proposed new Meal Allowance per diem rates are provided in the table below:

	Current Meal Allowance Rates		Proposed Meal Allowance Rates	
	Within District of Thunder Bay	Outside District of Thunder Bay	Within District of Thunder Bay	Outside District of Thunder Bay
Breakfast	\$12.00	\$15.00	\$16.00	\$18.00
Lunch	\$15.00	\$18.00	\$20.00	\$23.00
Dinner	\$30.00	\$35.00	\$37.00	\$43.00
Total	\$57.00	\$68.00	\$73.00	\$84.00

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 2023 TBDSSAB Operating Budget included \$15,900 for Meal Allowance. If approved, and with an effective date of July 1, 2023, the financial impact for 2023 would be approximately \$1,700. The revised rates would be considered when developing subsequent operating budgets.

CONCLUSION

It is concluded that the proposed increases to Meal Allowance rates are reasonable and should be approved.

REFERENCE MATERIALS

None.

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



BOARD REPORT

REPORT No.: 2023-29

MEETING DATE: JUNE 15, 2023

SUBJECT: AMO 2023 POSITION PAPERS FOR THE ASSOCIATION OF MUNICIPALITIES OF ONTARIO 2023 CONFERENCE

RECOMMENDATION

THAT with respect to Report No. 2023-29 (Chief Administrative Officer Division), we The District of Thunder Bay Social Services Administration Board (the Board) receive the Association of Municipalities Ontario (AMO) 2023 Position Papers as presented;

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

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

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

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

REPORT SUMMARY

To provide the Board with the position papers for the 2023 Association of Municipalities Ontario (AMO) Annual Conference for review and approval.

BACKGROUND

AMO will be holding its 2023 Annual Conference on August 20-23, 2023 in London, ON. As part of the conference programming, organizations may submit requests to meet with a Minister or Parliamentary Assistant.

COMMENTS

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

The proposed advocacy topics include:

- 1) Homelessness Prevention Program, Ontario Priorities Housing Initiative and Canada-Ontario Community Housing Initiative Investment Plans
- 2) Social Assistance Rates

STRATEGIC PLAN IMPACT

This report aligns with the following Strategic Direction: Advocacy.

FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that the AMO 2023 position papers be reviewed and approved as presented.

REFERENCE MATERIALS

- Attachment #1 [Position Paper: HPP, OPHI and COCHI Investment Plans](#)
- #2 [Position Paper: Social Assistance Rates](#)

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



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Advocacy to Align Housing and Homelessness Funding Timeframes

POSITION PAPER

August 2023
AMO Annual Conference

Prepared by:
The District of Thunder Bay Social Services Administration Board

Prepared for:
Hon. Steve Clark, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) urges the Ministry of Municipal Affairs and Housing (MMAH) to align Homelessness Prevention Program (HPP), the Ontario Priorities Housing Initiative (OPHI) and the Canada-Ontario Community Housing Initiative (COCHI) Investment Plans with the funding allocation timeframes.

Summary

TBDSSAB requests that the MMAH aligns HPP, OPHI and COCHI Investment Plans with the funding allocation time frames to reduce red tape, provide stability and certainty to service providers, reduce approval times to support retention of staff and longer-term planning for capital projects.

Background

The TBDSSAB acknowledges and is grateful for the substantial increase in its HPP allocation received from MMAH. These enhanced resources, coupled with the ability to use HPP for capital, will assist in ensuring that many homeless individuals have a pathway towards housing and those at risk of homelessness remain housed. TBDSSAB also acknowledges the important ongoing support from MMAH provided under OPHI and COCHI.

In order to meet the goals established through HPP, OPHI and COCHI the TBDSSAB partners with third-party service providers who provide support and services to those experiencing homelessness. Presently, with annual Investment Plans, the TBDSSAB is only able to commit annual funding to these organizations. As a result, it can often be

difficult to attract and retain quality staff as the positions they offer are on a contract basis due to the short-term funding commitments. In addition, the ability to select capital projects for the entire term

If Investment Plans were aligned with the funding allocation time frame, rather than requiring an annual plan to be prepared and approved, this would assist third party operators with staffing issues and provide the TBDSSAB with the tools to manage the system more appropriately including planning for capital projects given the longer-term approval of our Investment Plan by the MMAH.

It is understood that the notional allocations provided are subject to passing of the Ontario Budget each year, and that, should there be a change to an allocation as a result of a future Budget, an amendment to the plan would be required. There would also be language included in funding and contribution agreements with third-party recipients identifying that future year funding amounts are subject to the annual budget approval.

Therefore, TBDSSAB requests that MMAH aligns HPP, the OPHI and the COCHI Investment Plans with the 3-year funding allocations.



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

Advocacy to Increase Social Assistance Rates

POSITION PAPER

**August 2023
AMO Annual Conference**

Prepared by:
The District of Thunder Bay Social Services Administration Board

Prepared for:
Hon. Michael Parsa, Minister of Children, Community and Social Services

Brief

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

Summary

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

Background

Rents in Thunder Bay increased 3.1% between 2020 and 2021 and by another 7.5% from 2021 and 2022.¹ As illustrated in Figure A, Ontario Works shelter allowances are insufficient to cover housing expenses for a benefit unit of their size. Households are then placed in the position to draw on their Basic Needs Allowances meant for food and clothing to pay for shelter costs. For example, a single, 40-year-old male on Ontario Works will experience a shortfall of approximately \$-195.00 after paying the average rent on a bachelor apartment and the cost of a nutritious food basket (\$314.98) in Thunder Bay.²

¹ Canada Mortgage and Housing Corporation. Housing Market Information Portal. 2023. <https://www.cmhc-schl.gc.ca/hmiportal>

² Thunder Bay District Health Unit. "The Cost of Eating Well in the District of Thunder Bay 2022." [2023 - Nutritious Food Basket - The Cost of Healthy Eating in Thunder Bay District Final Draft 7 \(Jan\).pdf \(tbdhu.com\)](#)

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

Benefit Unit Size	Apartment Size	Average Rent (Thunder Bay)	OW Shelter Rate	Average Shelter Allowance Shortfall
1	Bachelor	\$757.00	\$390.00	-\$367.00
2	1 Bedroom	\$964.00	\$642.00	-\$322.00
3	2 Bedroom	\$1,175.00	\$697.00	-\$478.00
4	3+ Bedroom	\$1,457.00	\$756.00	-\$701.00
5	3+ Bedroom	\$1,457.00	\$815.00	-\$660.00
6+	3+ Bedroom	\$1,457.00	\$844.00	-\$631.00

This situation worsened throughout 2022 and 2023 where inflation has driven up the cost of necessary household items. The annual rate of inflation in 2022 was a staggering 6.8% and while it has been trending down, the latest reports for March 2023 still show it high at 4.8%.⁴

³ Note: for benefit units above 4 members, the average rent for 3+ bedrooms used as per available data from CMHC. The average rent for units above 3 bedrooms will be higher, resulting in an increased deficit. October 2022 rents, current 2023 OW shelter rates.

⁴ Historical Inflation Rates for Canada. [Canada Historical Inflation Rates - 1989 to 2023 | Inflation Rate and Consumer Price Index \(rateinflation.com\)](https://rateinflation.com/)

It is widely acknowledged that the cost of food and other essential household items have outpaced the highest inflation experienced in decades. In fact, prices for food rose 9.8% in 2022, the fastest pace since 1981, after increasing 2.2% in 2021. Food inflation was broad-based in 2022, with prices increasing on an annual average basis in every food category except for canned salmon (-1.4%).⁵

When households receiving Ontario Works cannot afford market rental units the only option is homelessness. The number of emergency shelter beds used annually in Thunder Bay has increased an average of 2% year over year since 2015. The cost for an individual to stay in an emergency shelter in Thunder Bay for one month is \$1,089.⁶

By bringing shelter rates up to the average market rent of a bachelor apartment in Thunder Bay for individuals in receipt of social assistance, the province would reduce homelessness and could potentially realize a monthly cost savings of \$766 per recipient that is currently utilizing emergency shelter services.⁷

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

⁵ Consumer Price Index: Annual Review, 2022. [The Daily — Consumer Price Index: Annual review, 2022 \(statcan.gc.ca\)](https://www150.statcan.gc.ca/n1/pub/2466801/2022001/article/00001-eng.htm)

⁶ TBDSSAB Shelter Data and CHPI shelter allocations

⁷ Based on TBDSSAB calculations of CHPI shelter allocations and OW rates



Memorandum

Date: June 2, 2023
To: Members of the Board
From: William Bradica, Chief Administrative Officer
Subject: **Cancellation of July Board Meeting**

As Administration does not anticipate having any Reports or information requiring Board approval to be presented to The District of Thunder Bay Social Services Administration Board for the scheduled July 2023 Board Meeting, it is recommended that the meeting be cancelled.

In accordance with the Board's Governance and Procedural By-law, a change to the schedule of Regular Board meetings may be approved by Resolution of the Board. The following resolution will be presented to the Board at the June 15, 2023 Board meeting for consideration:

“THAT with respect to the Memorandum dated June 2, 2023 from William Bradica, Chief Administrative Officer, we approve the cancellation of the July Board Meeting scheduled for Thursday July 20, 2023;

AND THAT notice of the cancellation be posted on The District of Thunder Bay Social Services Administration Board website.”

Sincerely,

William (Bill) Bradica
Chief Administrative Officer

/gf



Memorandum

Date: June 1, 2023
To: Members of the Board
From: William Bradica, Chief Administrative Officer
Subject: **Signing Authority for Summer Months**

As the Board of The District of Thunder Bay Social Services Administration Board (TBDSSAB) will not be meeting during July and August 2023, it is requested that interim arrangements be approved to ensure that the daily operation of TBDSSAB continue, and that any urgent items that arise during this time period are properly dealt with.

Administration recommends that the following resolution be presented to the Board for consideration:

“THAT with respect to the recommendation of Administration relative to any urgent items that require Board approval for the months of July, August and the beginning of September, we authorize the Chief Administrative Officer and the Chair, or Vice Chair in the absence of the Chair, to sign any required documents with respect to items included in the approved 2023 Budget that exceed \$450,000;

AND THAT we authorize the Board Chair and Vice-Chair to review and approve for signing, any items outside of the approved 2023 Budget that are time sensitive;

AND THAT a Report be presented to the Board at the September Board meeting outlining any such items for the Board’s information.”

Sincerely,

William (Bill) Bradica
Chief Administrative Officer

/gf



Memorandum

Date: June 2, 2023
To: Members of the Board
From: William Bradica, Chief Administrative Officer
Subject: **Amendment to Board Meeting Start Time**

At the Inaugural meeting, there was a discussion regarding the start time of Board meetings for the current Board's term. At the January 2023 Inaugural Board Meeting the consensus was that the meetings would start at 9:00 a.m.

Since that time there have been many comments from Board members regarding the difficulties of the 9:00 a.m. start time and requesting the change of the start time of the Board Meetings to make them more convenient for the Board as a whole.

Administration recommends that the Board further discuss the start time and agree on a more convenient time.

Following the discussion and consensus on time, Administration will present the following resolution at the June 15, 2023 Board meeting for consideration:

"THAT further to the memorandum from William Bradica, CAO, dated June 2, 2023 and the discussion held by the Board, the start time of the regularly scheduled meetings of The District of Thunder Bay Social Services Administration Board for the year 2023 be held at the TBDSSAB Headquarters in the City of Thunder Bay and/or via Microsoft Teams beginning at _____ a.m./p.m."

Sincerely,

William (Bill) Bradica
Chief Administrative Officer

/gf