



DATE OF MEETING: APRIL 18, 2024

TIME OF MEETING: FOLLOWING THE OPENING OF THE ANNUAL GENERAL MEETING

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

CHAIR: BRIAN HAMILTON

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 items; references to TBDHC or the Board refers to the Thunder Bay District Housing Corporation Board of Directors as relevant to specific agenda items. References to CAO refer jointly to the Chief Administrative Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/26

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 April 18, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS

Board Meeting

Minutes of [Meeting No. 05/2024](#) (Regular Session) and [Meeting No. 06/2024](#) (Closed Session) of TBDSSAB, held on March 21, 2024, respectively, to be confirmed.

(Pages 6 - 16)

Resolution No. 24/27

THAT the Minutes of Meeting No. 05/2024 (Regular Session) and Meeting No. 06/2023 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on March 21, 2024, respectively, be confirmed.

CLOSED SESSION

Administration recommends that the Board adjourns to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to the Capital Carryforward report and relative to receipt of information of which a council, board, committee or other body may hold a closed meeting under another statute regarding the Development of Transitional and Supportive Housing under the Homelessness Prevention Program.

Resolution No. 24/28

THAT the Board adjourns to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to the Capital Carryforward report and relative to receipt of information of which a council, board, committee or other body may hold a closed meeting under another statute regarding the Development of Transitional and Supportive Housing under the Homelessness Prevention Program.

REPORTS OF ADMINISTRATION

Development of Transitional and
Supportive Housing - Homelessness
Prevention Program

[Report No. 2024CS-01](#), (Integrated Social Services Division) presented in Closed Session relative to providing the Board with information regarding external interest in the

development of transitional and supportive housing and recommendations to engage in development opportunities, for consideration in Regular Session.

Resolution No. 24/29

THAT with respect to Report No. 2024CS-01 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct Administration to proceed as directed in Closed Session.

Carryforward of Capital Projects

[Report No. 2024-14](#) (Corporate Services Division) relative to providing the Board with the list of budgeted capital projects that the Chief Administrative Officer has approved to be carried forward and completed in 2024, for information only. **(Page 17 - 18)**

2023 Fourth Quarter Financial Report and Program Levy Operating Position

[Report No. 2024-15](#) (Corporate Services Division) relative to providing the Board with the 2023 Fourth Quarter Financial Report, and an update regarding the 2023 program levy operating position, for consideration. **(Page 19 - 60)**

Resolution No. 24/30

THAT with respect to Report No. 2024-15 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve actual income earned on unrestricted funds, in excess of \$615,300, be transferred to the Levy Stabilization Reserve Fund.

2023 Investment Portfolio Performance

[Report No. 2024-16](#) (Corporate Services Division) relative to providing the Board with information relative to the performance of the Board's investment portfolio for the 2023 year, for information only. **(Page 61 - 64)**

2024/25 Canada Ontario Community Housing Initiative Update

[Report No. 2024-17](#) (Integrated Social Services Division) relative to providing the Board with information related to the TBDSSAB 2024/25 Canada Ontario Community Housing Initiative, Ontario Priorities Housing Initiative and Canada Ontario Housing Benefit funding allocations and provide Administration's recommendation, for consideration. **(Pages 65 - 75)**

Resolution No. 24/31

THAT with respect to Report No. 2024-17 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve Option 2, specifically that the Community Housing Reserve Fund be accessed to support capital repair projects previously funded under the Canada Ontario Community Housing Initiative for the identified not-for-profit Community Housing providers, not to exceed \$716,100;

AND THAT up to \$20,000 be funded from the Housing Portfolio Reserve Fund to support the TBDSSAB capital project previously funded under the Canada Ontario Community Housing Initiative;

AND THAT the Levy Stabilization Reserve Fund be accessed up to \$1,015,000 to address the Rent Supplement funds previously provided under the Canada Ontario Community Housing Initiative for the Urban Native Housing units;

AND THAT the Board continue to advocate to the federal government to reinstate funding to Ontario under the National Housing Strategy.

**Homelessness Prevention Program
Investment Plan 2024-25**

[Report No. 2024-18](#) (Integrated Social Services Division) relative to providing the Board with information regarding the Ministry of Municipal Affairs and Housing Homelessness Prevention Program and providing the 2024/25 Investment Plan, for consideration.
(Pages 76 - 82)

Resolution No. 24/32

THAT with respect to Report No. 2024-18 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Homelessness Prevention Program Investment Plan for 2024-25 as presented and authorize the Chief Administrative Officer to submit the plan to the Ministry of Municipal Affairs and Housing;

AND THAT the Board authorizes 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.

TBDSSAB 2023 Annual Report

[Memorandum from William Bradica, CAO](#), (Chief Administrative Officer Division) dated April 4, 2024 providing the Board with the 2023 Annual Report, for review and consideration. **(Pages 83 - 99)**

Resolution No. 24/33

THAT with respect the memorandum dated April 4, 2024 from William Bradica, Chief Administrative Officer, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB), approve the 2023 Annual Report, as presented;

AND THAT the 2023 Annual Report be posted to the TBDSSAB website, and a notification sent to partners and stakeholders.

CORRESPONDENCEBY-LAWSNEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, May 16, 2023 at 10:00 a.m., in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT**Resolution No. 24/34**

THAT the Board Meeting No. 07/2024 of The District of Thunder Bay Social Services Administration Board, held on April 18, 2024, be adjourned at _____ a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 05/2024
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: March 21, 2024

TIME OF MEETING: 10:01 a.m.

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

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Kasey Etrene
Nancy Gladun
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Mark Thibert
Dominic Pasqualino
Jim Vezina

OFFICIALS:

William Bradica, Chief Administrative Officer
Ken Ranta, Director, Integrated Social Services Division
Georgina Daniels, Director, Corporate Service Division
Shari Mackenzie, Manager, Human Resources
Aaron Park, Manager, Housing & Homelessness Programs
Crystal Simeoni, Manager, Housing Operations
Marty Farough, Manager, Infrastructure & Assets Management
Jennifer Lible, Manager, Social Assistance Programs
Dawnette Hoard, Manager, Child Care & Early Years Programs
Tafadzwa Mukubvu, Manager, Finance
Tomi Akinyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Larissa Jones, Communications Assistant
Glenda Flank, Recording Secretary

REGRETS:

Meghan Chomut

GUESTS:

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

BOARD MEETING

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

On consensus a verbal update was added to the agenda relative to an email from Bill Bradica, regarding Peterborough modular cabins.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 24/17

Moved by: Albert Aiello
Seconded by: Dominic Pasqualino

THAT with respect to the agenda for the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for March 21, 2024, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

At 10:03 a.m. Kasey Etreni, Board Member joined the meeting.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 03/2024 (Regular Session) and 04/2024 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on February 15, 2024, respectively, were presented for confirmation.

Resolution No. 24/18

Moved by: Kasey Etreni
Seconded by: Kathleen Lynch

THAT the Minutes of Board Meeting No. 03/2024 (Regular Session) and No. 04/2024 (Closed Session) of TBDSSAB, held on February 15, 2024, be confirmed.

CARRIED

CLOSED SESSION

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals including members of Administration regarding the Chief Administrative Officer Position, with respect to security of the property of the Board regarding the 2024 Security Update and Budget Request.

Resolution No. 24/19

Moved by: Kasey Etreni
Seconded by: Jim Vezina

THAT the Board adjourns to Closed Session relative to identifiable individuals including members of Administration regarding the Chief Administrative Officer Position, with respect to security of the property of the Board regarding the 2024 Security Update and Budget Request.

CARRIED

At 11:20 a.m. William Bradica, Chief Administrative Officer, Ken Ranta, Director, Integrated Social Services Division, Georgina Daniels, Director, Corporate Services Division, Crystal Simeoni, Manager, Housing Operations, Marty Farough, Manager, Infrastructure & Assets Management, Carole Lem, Communications & Engagement Officer and Larissa Jones, Communications Assistant joined the meeting.

REPORTS OF ADMINISTRATION

2024 Security Update & Budget Request

Verbal update and Memorandum from Administration dated March 14, 2024, were presented in Closed Session providing the Board with information regarding the 2024 Security Update and Budget Request.

The following resolution is presented to the Board for consideration.

At 11:20 a.m. Aaron Park, Manager, Housing Programs joined the meeting.

Resolution No. 24/20

Moved by: Dominic Pasqualino
Seconded by: Anne-Marie Bourgeault

THAT with respect to the memorandum from Administration regarding various security updates, we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session;

AND THAT we approve the use of up to \$378,400 from the Levy Stabilization Reserve Fund for the items identified in Closed Session.

CARRIED

At 11:25 a.m. Crystal Simeoni, Manager, Housing Operations, Marty Farough, Manager, Infrastructure & Assets Management left the meeting.

10 Year Housing & Homelessness Plan
Annual Update

Report No. 2024-08 (Integrated Social Services Division) was presented to the Board providing the draft TBDSSAB 10-Year Housing and Homelessness Plan Annual Progress Report and Administration's recommendation.

Bill Bradica, CAO responded to questions and provided clarification.

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

Resolution No. 24/21

Moved by: Nancy Gladun
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2024-08 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the TBDSSAB 10-Year Housing and Homelessness Plan Annual Progress Report as presented;

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

CARRIED

At 11:27 a.m. Jennifer Lible, Manager, Social Assistance Programs joined the meeting and Aaron Park, Manager Housing Programs left the meeting.

2024 Ontario Works Service Plan
Addendum

Report No. 2024-09 (Integrated Social Services Division) was presented to the Board providing the Ontario Works Service Delivery Plan Addendum for the 2024 planning cycle

required by the Ministry of Children, Community and Social Services and Administration's recommendation.

At 11:33 a.m. Albert Aiello, Board Member left the meeting.

Bill Bradica, CAO responded to questions.

Jennifer Lible, Manager, Social Assistance Programs provided further information and responded to questions.

Resolution No. 24/22

Moved by: Kasey Etreni
Seconded by: Ken Boshcoff

THAT with respect to Report No. 2024-09 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the draft 2024 Ontario Works Service Plan Addendum, as presented;

AND THAT we direct the Chief Administrative Officer to submit the approved 2024 Ontario Works Service Plan Addendum to the Ministry of Children, Community and Social Services.

CARRIED

At 11:35 a.m. Dawnette Hoard, Manager, Child Care & Early Years Programs and Tafadzwa Mukubvu, Manager, Finance joined the meeting.

Before & After School Program Update

Report No. 2024-10 (Integrated Social Services Division) was presented to the Board providing information regarding the proposed closure of four before and after school programs, identifying legislated responsibility for before and after school programs and providing Administration's recommendation.

Bill Bradica, CAO provided a brief overview and responded to questions.

Resolution No. 24/23

Moved by: Nancy Gladun
Seconded by: Dominic Pasqualino

THAT with respect to Report No. 2024-10 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, direct Administration to prepare a letter from the Board Chair to the Chairs of the Boards of Education throughout the District of Thunder Bay outlining the school

boards' responsibility for the offering and delivery of before and after school programming;

AND THAT a letter enclosing a copy of this resolution and Board Report No. 2024-10 be sent to the Premier of Ontario, the Minister of Education, local Members of Provincial Parliament, member municipalities, the Ontario Municipal Social Services Association, the Northern Ontario Service Deliverers' Association, the Northwestern Ontario Municipal Association, the Rural Ontario Municipality Association, and the Association of Municipalities of Ontario.

CARRIED

At 11:39 a.m. Dawnette Hoard, Manager Child Care & Early Years left the meeting.

April 2024 Mortgage Renewal – Picton 3

Report No. 2024-11 (Integrated Social Services Division) was presented to the Board providing the upcoming mortgage renewal arrangements for the properties identified as Picton 3 in the City of Thunder Bay and Administration's recommendation.

Resolution No. 24/24

Moved by: Kasey Etreni
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2024-11 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the Ministry Resolution as attached, to be duly signed in accordance with TBDSSAB Governance and Procedural By-Law No. 03-2021;

AND THAT we authorize the Board Chair and Chief Administrative Officer to execute the mortgage financing documents related thereto.

CARRIED

At 11:46 a.m. Dominic Pasqualino, Board Member and Tafadzwa Mukubvu, Manager, Finance left the meeting and Marty Farough, Manager Infrastructure & Asset Management and Aaron Park, Manager Housing Programs joined the meeting.

Environmental Stewardship Initiatives

Report No. 2024-12 (Integrated Social Services Division) was presented to the Board providing information on initiatives undertaken in 2023 to enhance environmental stewardship across the organization, in keeping with the objective of being an environmentally friendly organization.

Bill Bradica, CAO, responded to questions.

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

Carole Lem, Communications and Engagement Officer responded to questions.

Bill Bradica provided further information and clarification.

Marty Farough, Manager, Infrastructure and Assets Management responded to questions.

Georgina Daniels, Director, Corporate Services provided clarification.

Peterborough Modular Homes

Bill Bradica, CAO provided a brief update regarding the email forwarded to the Board regarding the Peterborough modular cabins project and responded to questions.

A discussion was held regarding different types of housing construction and accommodations.

Bill Bradica, CAO provided clarification.

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

Georgina Daniels, Director, Corporate Services responded to questions.

CORRESPONDENCE

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, April 18, 2024, at 10:00 a.m. in the 3rd Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

Resolution No. 24/25

Moved by: Jim Moffat
Seconded by: Ken Boshcoff

THAT Board Meeting No. 05/2024 of The District of Thunder Bay Social Services Administration Board, held on March 21, 2024, be adjourned at 12:15 p.m.

CARRIED

Chair

Chief Administrative Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 06/2024
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: March 21, 2024

TIME OF MEETING: 10:04 a.m.

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

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Kasey Etrene
Nancy Gladun
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Mark Thibert
Dominic Pasqualino
Jim Vezina

OFFICIALS:

William Bradica, Chief Administrative Officer
Ken Ranta, Director, Integrated Social Services Division
Georgina Daniels, Director, Corporate Service Division
Shari Mackenzie, Manager, Human Resources
Crystal Simeoni, Manager, Housing Operations
Marty Farough, Manager, Infrastructure & Assets Management
Larissa Jones, Communications Assistant
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Meghan Chomut

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.

At 10:04 a.m. Shari MacKenzie, Manager, Human Resources left the meeting.

REPORTS OF ADMINISTRATION

On consensus of the Board, Administration provide a verbal update relative to an application denied by the Ministry of Municipal Affairs and Housing under the one-time end of year Canada Ontario Community Housing Initiative funding.

Bill Bradica, CAO provided a brief update and responded to questions.

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

At 10:17 a.m. Greg Johnsen, Board Member left the meeting.

2024 Security Update and Budget Request

A verbal update was provided relative to recent incidents occurring at the R.K. Andras Court and Paterson Court housing properties.

Crystal Simeoni, Manager, Housing Operations provided an overview of the steps Administration has taken relative to the Paterson Court incident and responded to questions.

Bill Bradica, CAO provided clarification and responded to questions.

At 10:22 a.m. Greg Johnsen joined the meeting.

Crystal Simeoni, Manager, Housing Operations provided an overview of the steps Administration has taken relative to the R.K. Andras Court incidents and responded to questions.

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

A Memorandum from Administration (Integrated Social Services Division & Corporate Services Division) dated March 14, 2024 was presented to the Board providing an update on the increase in security issues at various TBDSSAB housing properties and providing a recommendation for funding increased security costs.

Bill Bradica, CAO provided an overview and responded to questions.

Georgina Daniels, Director, Corporate Services Division and Crystal Simeoni, Manager, Housing Operations responded to questions.

On consensus of the Board the resolution to be presented in Regular Session.

At 11:13 a.m. William Bradica, Chief Administrative Officer, Ken Ranta, Director, Integrated Social Services Division, Georgina Daniels, Director, Corporate Services Division, Crystal Simeoni, Manager, Housing Operations, Marty Farough, Manager, Infrastructure & Assets Management and Larissa Jones, Communications Assistant left the meeting and Shari MacKenzie, Manager Human Resources joined the meeting.

Chief Administrative Officer Position

Verbal update was provided by Jim Moffat, Committee Chair, CAO Hiring Committee relative to the selection of the executive search organization and next steps for the CAO Hiring Committee.

Shari MacKenzie, Manager, Human Resources responded to questions.

ADJOURNMENT

Resolution No. 24/CS03

Moved by: Albert Aiello
Seconded by: Greg Johnsen

THAT the Board (Closed Session) Meeting No. 06/2024 of The District of Thunder Bay Social Services Administration Board, held on March 21, 2024, be adjourned at 11:19 a.m., to reconvene in Open Session to consider the remaining agenda items.

CARRIED

Chair

Chief Administrative Officer



BOARD REPORT

REPORT No.: 2024-14

MEETING DATE: APRIL 18, 2024

SUBJECT: CARRYFORWARD OF CAPITAL PROJECTS

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the list of budgeted capital projects that the Chief Administrative Officer (CAO) has approved to be carried forward into the 2024 year.

BACKGROUND

The Budget Policy (CS-02:83) identifies the capital project carryforward process to ensure that the Board is not required to approve the same project in subsequent years. The authority to administer the Board approved capital budget, including carrying capital projects forward into subsequent years, is granted to the CAO.

The process identifies that the list of capital projects to be carried forward into a subsequent year from that in which it was originally approved by the Board, is approved by the CAO during the annual year-end process and provided to the Board for information only.

COMMENTS

In accordance with the Budget Policy (CS-02:83), Administration reviews the status of all Board approved capital projects at year-end. Projects that have been awarded, but not completed by December 31, must be carried forward to the following year, as TBDSSAB has made a commitment to the vendor(s) through the procurement process.

Projects that were not awarded during the year but are still required to be completed based on management expertise, may be carried forward at the CAO's discretion. As a result of this review, a list of 98 capital projects, totaling \$3,894,827, was submitted to the CAO for approval to be carried forward and completed in future years.

Of the total:

- \$1,000,515 relates to projects that were tendered and awarded and were in progress, at year-end.
- \$2,894,312 relates to projects that were not tendered but are required to be carried forward to be tendered and awarded in 2024.

Of the carryforward list, \$827,308 relates to the work to be completed on elevators, \$562,434 relates to life safety system upgrades, and \$263,153 relates to a backup generator replacement. The rationale to carryforward each capital project is provided in Attachment #1: CAO-Approved Carryforward of Capital Projects.

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



Financing for capital projects is approved by the Board through the annual Budget process. Through that process, the Board has approved financing for these projects in the amount of \$1,053,780 from the Canada-Ontario Community Housing Initiative, \$573,687 from the Ontario Priorities Housing Initiative, \$2,181,359 from the Housing Portfolio Capital Reserve Fund, and \$86,000 from the Office Building Capital Reserve Fund. The reserve fund amounts will remain within the reserve fund, and be withdrawn only once the projects are completed, and require funding.

CONCLUSION

It is concluded that the CAO has approved 98 capital projects, totaling \$3,894,827, to be carried forward and scheduled in 2024.

REFERENCE MATERIALS

Attachment #1 [CAO-Approved Carryforward of Capital Projects \(Confidential – Distributed under separate cover\)](#)

PREPARED BY:	Tafadzwa Mukubvu, CPA, CGA, 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.: 2024-15

MEETING DATE: APRIL 18, 2024

SUBJECT: 2023 FOURTH QUARTER FINANCIAL REPORT AND PROGRAM LEVY
OPERATING POSITION

RECOMMENDATION

THAT with respect to Report No. 2024-15, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve actual income earned on unrestricted funds, in excess of \$615,300, be transferred to the Levy Stabilization Reserve Fund.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2023 Fourth Quarter Financial Report, with an update regarding the 2023 program levy operating position.

BACKGROUND

In accordance with Budget Policy No. CS-02:83, a Financial Report is prepared and reported to the Board quarterly. This Report provides a comparison of year-to-date and forecast revenues and expenditures to the approved Budget and includes an explanation of significant variances to the approved Budget, by program area.

The year-to-date information is provided on the same basis that Federal/ Provincial funding is provided, where certain accruals for potential future employee entitlements and asset retirement obligations are not considered, and are only funded when paid, and purchases of capital assets are reported as expenditures in the year purchased.

COMMENTS

Financial Status – Operating

Overall, spending on TBDSSAB delivered programs, for the period ended December 31, 2023, was \$2,115,701 (1.91%) higher than Budget, with a balanced program levy operating position (\$0).

A summary of net cost variances, by program, is presented below:

Table 1:

2023 Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 53,322
Child Care and Early Years	\$ (9,433)
Community Housing Programs	\$ 438,437
Direct-Owned Community Housing Building Operations	\$ (797,580)
Additional Interest on Unrestricted Funds	\$ 315,254
Program Levy Operating Net Position	\$ 0

This result is consistent with the 2023 Third Quarter Financial Report projected program levy operating surplus of \$7,100. Although the overall program levy operating position is balanced (\$0), there were significant variances within the programs:

- **Community Housing Programs:** There was a favourable variance of \$438,437 in Community Housing Programs, due to additional administrative recovery that was not anticipated during the budget development process.
- **Direct-Owned Community Housing Building Operations:** There was an unfavourable variance (\$797,580) in Direct-Owned Community Housing Building Operations. The largest single reason for the unfavourable variance relates to rent-geared-to-income rental revenue, which was \$566,539 below budget due mainly to the impact of the provincial rent freeze implemented in 2021 and a higher than expected vacancy rate. Although the freeze was lifted January 1, 2022, the result was significant retroactive adjustments to annual tenant rents during the annual reviews in 2022 which carried into 2023. As well, over-spending on repairs and maintenance, certain operating services, and insurance, increased the unfavourable position. This was somewhat offset by favourable variances in utilities, snow removal, and personnel services due to temporarily vacant positions.

Highlights for the 2023 year, and detailed variance explanations, are provided in Attachment #1: 2023 Fourth Quarter Financial Report – Operating Budget.

Financial Status – Capital

At the end of 2022, the Chief Administrative Officer approved the carryforward of 60 capital projects totaling \$3,326,980. Total capital expenditures on these carryforward projects, for the period ended December 31, 2023, were \$1,718,331. Fourteen projects, totaling \$907,536 will be carried forward into 2024.

The Board-approved capital budget for 2023 was \$4,324,000 representing 136 projects. Total capital expenditures on the projects, for the period ended December 31, 2023, were \$632,260. Eighty-four (84) projects, totaling \$2,987,291 will be carried forward into 2024.

In total, 98 projects, totaling \$3,894,827 will be carried forward from previous years into 2024. These projects are identified per Report No. 2024-14, Carryforward of Capital Projects.

Highlights for the 2023 year, and detailed variance explanations, are provided in Attachment #2: 2023 Fourth Quarter Financial Report – Capital Budget.

2023 Program Levy Operating Position

The 2023 TBDSSAB program levy operating position is balanced at year end; therefore, no levy disposition options are presented.

Financial Legislative Compliance

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

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

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

STRATEGIC PLAN IMPACT

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

FINANCIAL IMPLICATIONS

This Report provides the financial results for the 2023 year, on the same basis as the approved Budget.



CONCLUSION

It is concluded that the 2023 Fourth Quarter Financial Report indicates a balanced program levy operating position for the year.

It is further concluded that no surplus disposition is presented as the program levy operating position is balanced to \$0 at year end.

REFERENCE MATERIALS

- Attachment #1 [2023 Fourth Quarter Financial Report – Operating Budget](#)
- #2 [2023 Fourth Quarter Financial Report – Capital Budget](#)
- #3 [Fiduciary Responsibility Checklist](#)

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



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

**2023 FOURTH QUARTER
FINANCIAL REPORT**

Operating Budget



INTRODUCTION

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

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

EXECUTIVE SUMMARY

Reflecting results for the 12-month period ending December 31, 2023, this Report provides TBDSSAB's financial status for the year, and explains significant variances from the 2023 approved Operating Budget.

Overall, TBDSSAB incurred a breakeven program levy operating position for the 2023 year. Table 1 provides a breakdown of the year-end variances, by program.

2023 Program Levy Operating Position Variance	
Social Assistance	\$ 53,322
Child Care and Early Years	\$ (9,433)
Community Housing Programs	\$ 438,437
Direct-Owned Community Housing Building Operations	\$ (797,580)
Additional Interest on Unrestricted Funds	\$ 315,254
Program Levy Operating Position	\$ 0

The 2023 program levy operating position is consistent with the Q3 forecast previously reported.

Table 2 shows the 2023 Operating Budget revenue and expenditures, and actual results for the year.



Table 2:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	24,330.5	24,330.5	-	0.0%
Federal grants	22,570.3	19,818.8	(2,751.5)	-12.2%
Provincial grants	54,032.9	58,983.3	4,950.4	9.2%
Rents	11,410.2	10,843.9	(566.3)	-5.0%
Other revenue	377.3	310.3	(67.0)	-17.8%
Interest on unrestricted funds	300.0	615.3	315.3	105.1%
Interest on restricted funds	722.6	1,360.4	637.8	88.3%
From (to) reserve funds	(2,933.4)	(3,736.3)	(802.9)	27.4%
Prior year surplus	-	400.0	400.0	n/a
Total Financing	110,810.4	112,926.1	2,115.7	1.9%
Expenses				
Personnel services	14,867.7	14,327.1	540.6	3.6%
Interest on long-term debt	226.7	223.5	3.2	1.4%
Materials	21,442.7	20,464.2	978.5	4.6%
Contract services	198.0	200.7	(2.7)	-1.4%
Rents and financial expenses	130.5	261.1	(130.6)	-100.1%
External transfers	71,592.9	75,097.6	(3,504.7)	-4.9%
Loan principal repayment	2,351.9	2,351.9	(0.0)	0.0%
Total Expenses	110,810.4	112,926.1	(2,115.7)	-1.9%
Excess (Deficiency) of Revenues over Expenses	-	0.0	0.0	n/a

2023 FOURTH QUARTER OPERATING BUDGET RESULTS

The Fourth Quarter Report provides an indication of TBDSSAB's financial status for the year ending December 31, 2023, and identifies any significant variances from the 2023 Operating Budget. Overall, TBDSSAB recorded a net breakeven for the 2023 year. The financial detail for each program area is provided below.

A. Board and Office of the Chief Administrative Officer

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

Table 3:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	323.3	320.4	(2.9)	-0.9%
Ontario Works	667.4	663.9	(3.5)	-0.5%
Child care and early years programs	165.9	165.7	(0.2)	-0.1%
Housing programs	232.1	232.7	0.6	0.3%
Total Allocation	1,388.7	1,382.7	(6.0)	-0.4%
Financing				
Other Revenue	-	4.3	4.3	n/a
From (to) reserve funds	28.4	28.4	-	0.0%
Total Financing	28.4	32.7	4.3	15.1%
Expenses				
Personnel services	1,097.3	1,126.4	(29.1)	-2.7%
Materials	214.5	193.9	20.6	9.6%
Contract services	105.3	95.1	10.2	9.7%
Total Expenses	1,417.1	1,415.4	1.7	0.1%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a

Table 3, above, shows the 2023 Operating Budget revenues and expenditures, and results for the 2023 year for the Board and Office of the CAO.

Expenses related to the Board and Office of the CAO are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Overall, Board and Office of the CAO expenses were materially on budget for the 2023 year.

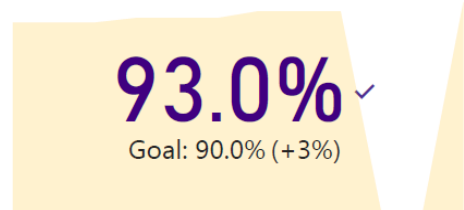
Key Performance Indicators

Office of the CAO

Strategic Plan 2020-2023 progress



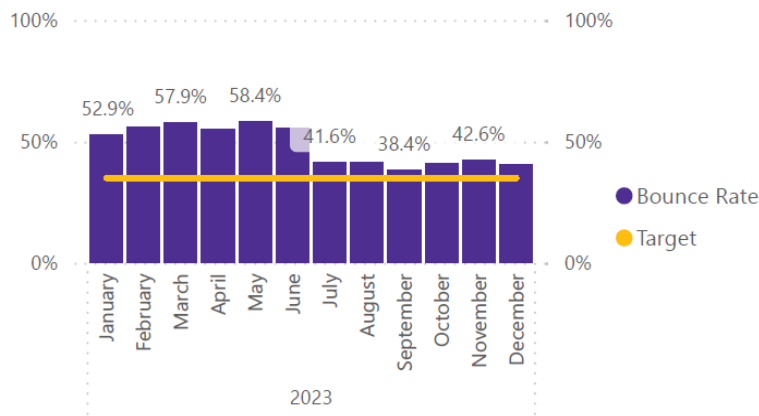
Strategic Plan Objectives Complete



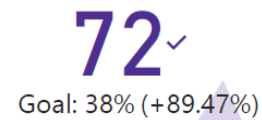
To improve website navigation by updating and reducing content.

Website Bounce Rate

Target: Decrease Bounce Rate by 25% in 2023



Pages Removed From Website During Quarter



The Office of the CAO is responsible for the overall strategic direction and management of TBDSSAB. This includes ensuring the Board’s Strategic Plan 2020-23 is implemented. 93% of the strategic plan was implemented by the end of 2023.

Due to an update in the Google Analytics platform, where the statistics for the TBDSSAB website are derived, Page Exit rate is no longer available. This metric has been adjusted to Bounce Rate for this quarter (Bounce Rate is the percentage of visitors to a website who navigate away from the site after viewing only one page. It is calculated by dividing the single page visits by the total visits to the website).

Effective communication is also important to the success of TBDSSAB operations as it ensures individuals and families know and understand the services TBDSSAB provides. The TBDSSAB web site is monitored for opportunities to improve accessibility, navigation and performance. A more fulsome review and clean-up of the web site is in progress; through this clean-up, the goal of a 38% reduction in web pages has been exceeded.

Human Resources

To maximize the efficiency and effectiveness of our mental health and EAP programming.

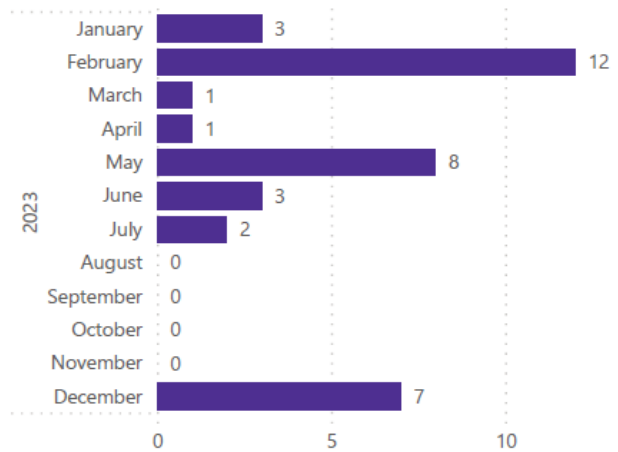
EAP Utilization Rate

16.0% ✓
Goal: 15.0% (+6.67%)

Grievances Received
During Quarter

0 ✓
Goal: 0

EAP Utilization Monthly



To provide efficient, transparent, ethical, and cost-effective labour relations at TBDSSAB.

Human resource management is vital to TBDSSAB’s operations as it enables effective recruitment and retention of employees, and maintains a healthy, accepting workplace culture and environment. To measure the effectiveness of the Human Resources Department, Administration has established a KPI target of zero grievances received and a target Employee Assistance Program (EAP) utilization rate of 15%.

In Q4 there were no grievances received. This result is consistent with the positive relationship between management and the bargaining unit.

Also, in Q4, the EAP utilization rate was 16%. TBDSSAB offers EAP services to all employees and family members for counselling, consultations, community referrals, and other resources. Services are available 24 hours per day, seven days a week. Administration encourages all staff to utilize these services if needed.

All Key Performance Indicator targets were met by year end.

B. Corporate Services

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

Table 4:

Description	Year 2023			
	Budget	Actuals	Variance	
	(\$000s)	(\$000s)	(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	1,476.3	1,400.6	(75.7)	-5.1%
Ontario Works	2,113.6	2,173.1	59.5	2.8%
Child care and early years programs	173.0	172.5	(0.6)	-0.3%
Housing programs	259.0	260.2	1.2	0.5%
Total Allocation	4,021.9	4,006.4	(15.5)	-0.4%
Financing				
Levy to municipalities and TWOMO	(300.0)	(300.0)	-	0.0%
Interest on unrestricted funds	300.0	615.3	315.3	105.1%
Interest on restricted funds	722.6	1,360.4	637.8	88.3%
Other revenue	-	1.1	1.1	n/a
From (to) reserve funds	(722.6)	(1,360.4)	(637.8)	88.3%
Total Financing	-	316.4	316.4	n/a
Expenses				
Personnel services	2,790.0	2,690.0	100.0	3.6%
Materials	1,204.7	1,271.3	(66.6)	-5.5%
Contract services	56.7	75.3	(18.6)	-32.8%
Rents and financial expenses	13.5	13.9	(0.4)	-2.7%
Total Expenses	4,064.9	4,050.5	14.4	0.4%
Recoveries				
From HQ building operations	43.0	43.0	-	0.0%
Total Expenses Less Recoveries	4,021.9	4,007.5	14.4	0.4%
Excess (Deficiency) of Revenues over Expenses	-	315.3	315.3	n/a



Table 4, above, shows the 2023 Operating Budget revenues and expenditures, and results for the 2023 year for Corporate Services.

Expenses related to Corporate Services are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for 2023 include:

Interest on Unrestricted Funds	\$315,300 (105.1%) favourable
---------------------------------------	--------------------------------------

Unrestricted interest income is generated based on the operating accounts maintained by TBDSSAB for regular business operations. With interest rates at a substantially higher level during 2023, additional interest income was earned, and was available for inclusion in the operating revenues.

At Q3, Administration recommended using all unrestricted interest income earned in 2023, then estimated at \$650,000, to offset the rent revenue adjustments due to the impact of COVID rent restrictions. At year end, Administration has included \$615,300 of the total unrestricted interest income earned in 2023 to operations to offset the adjustment due to the impact on Direct-Owned Housing rent revenue due to COVID rent restrictions and discussed within the Direct-Owned Community Housing Building Operations section later in this report.

This requires an update to the Interest Income and related Reserve Fund Resolution originally approved in the 2023 Operating Budget Report, Report No. 2023-07 – The District of Thunder Bay Social Services Administration Board Proposed 2023 Operating and Capital Budgets.

Personnel Services	\$100,000 (3.6%) favourable
---------------------------	------------------------------------

Personnel Services expenses were lower than budget by \$100,000 at year-end due to temporarily vacant positions throughout the year, across all departments in the division.

Materials	\$66,600 (5.5%) unfavourable
------------------	-------------------------------------

Materials expenses were higher than budget by \$66,600 at year-end, primarily due to higher costs associated with computer hardware, leases, and software.



Key Performance Indicators

The overarching objective of the Corporate Services Division is to establish and maintain an effective system of internal controls to safeguard the assets of TBDSSAB.

Finance

To record financial transactions in an efficient, effective, and professional manner to deliver reliable and relevant financial information.

Vendor Complaints Over Late Payments

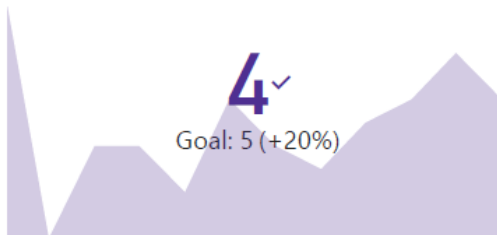
0✓
Goal: 0

To develop and maintain a robust system of financial and internal controls to safeguard TBDSSAB assets.

Reported in Auditor's Management Letter

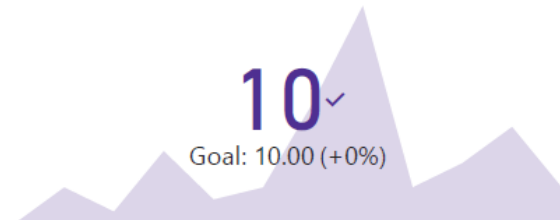
100%✓
Goal: 100.0% (+0%)

Average Journal Entries Posted to Correct Errors



To provide timely, relevant information to support prudent stewardship of public funds.

Business Days to Close



Auditing standards require auditors to communicate material weaknesses or significant deficiencies in internal control discovered during the annual audit. The Internal Control Letter is an overall measurement of the organization's system of internal controls. The objective is to have only proactive recommendations in the Internal Control Letter. The Board's Auditor delivered a clean Internal Control Letter, for the 2023 fiscal year.

The other Finance Department KPIs, as indicated above, are measures related to the timeliness and accuracy of the financial information to enable informed decision-making. In Q4, the Finance Department has met the established targets.

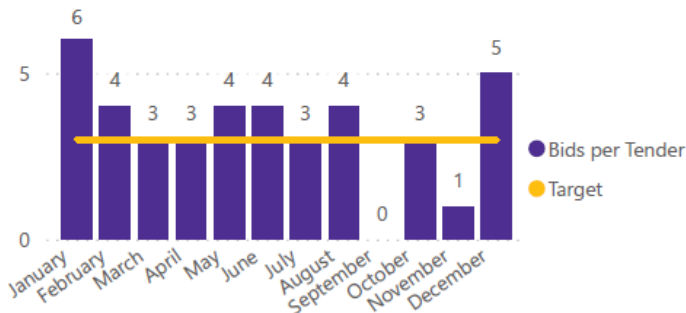


Purchasing and Inventory Control

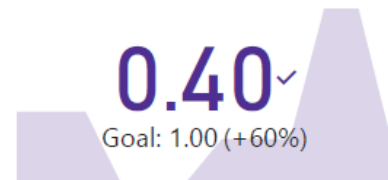
To provide efficient, transparent, ethical, and cost-effective procurement services to TBDSSAB.

Bids Received per Posted Procurement Process

Target: 3 or more



Average Addenda Issued per Bid Document



To manage supply base efficiently and effectively.

The quality of bid documents is key to achieving efficient, transparent, ethical, and cost-effective outcomes through the purchasing process. The quality of those documents is measured by the number of addenda (changes, questions, or clarifications) issued for each public procurement process because a high-quality bid document should result in fewer addenda required during the bidding process. The structure of the specifications in the document should result in less bidders being excluded from this process, while increasing the number of potential bids being submitted. This enhanced quality contributes to greater transparency related to the job specifications and requirements, and greater confidence from potential bidders on the work to be completed, which should result in enhanced competitive bidding per posted procurement document. This confidence will result in bidders submitting bids with appropriate costs and reduces the opportunity for change orders that negatively impacts the budget of the project. Recognizing that even miscellaneous clarifications may be required once a document is released, a target of one addendum per public procurement process has been established. The target has been achieved through Q4 results.

Attracting multiple bidders improves the opportunity to attain greater cost savings/ cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders which in turn affects the competitive process adversely. An average of three bids per procurement process has been established as the target to balance the number of submissions for those projects that are more general, and those projects that require specific expertise and would naturally have a limited number of bidders. The target has been achieved through Q4 results.



Information Services

To maximize end user productivity and minimize disruption and to maximize system and server uptime

Average Phone Uptime

100%✓

Goal: 99.00% (+1.01%)

Average System Uptime

100%✓

Goal: 99.00% (+1.01%)

To ensure privacy requests are completed within the legislated timeframe

Privacy Requests Completed by Required Timeframe

100%✓

Goal: 100.00% (+0%)

Reduction of Boxes Stored at Off-Site Facility

-7.3%!

Goal: -10.0% (-27.47%)

To minimize security breaches

Security Breaches

0✓

Goal: 0

Active Viruses that Penetrated Defenses

0✓

Goal: 0

To ensure client information is accessible, current and organized

Mail Error Rate

6.80%!

Goal: 1.00% (-580%)

Information technology (IT) systems have been established and are maintained to maximize server and system uptime to support TBDSSAB staff with technology resources. The KPI was established at 99% to ensure maximum productivity. The average uptime for Q4 was 100%.

Information Services provides and maintains security systems to prevent breaches and viruses from entering TBDSSAB systems. The KPI target is established at zero security breaches through the perimeter. There were no breaches or viruses that penetrated TBDSSAB's defenses in Q4.

Recognizing that delays in Freedom of Information (FOI) requests can have repercussions on external processes, the KPI for completion of FOI requests within the legislated timeline is 100%. The result for Q4 was 100%.

Given TBDSSAB’s commitment to environmental stewardship, its move to electronic documents for client records, as well as its continual review of processes to move more of its records to digital format, TBDSSAB expects to reduce the number of archive (paper) boxes over time. An annual target was set to have a reduction of 10% of the number of boxes stored off-site. The final KPI at year end was 7.3%.

Information Management ensures that the client information is accessible, accurate and available as mail delivery is an essential communication mechanism for the people TBDSSAB serves. The accuracy of mail delivery and receipt is important, it provides consistent and timely communication. The Error Rate KPI for mail delivery was established at 1% of all pieces of mail that are posted. The Error Rate for mail delivery in Q4 was 6.80%. This relates to mail being returned to TBDSSAB and is attributed to two (2) events: The Social Assistance Survey sent out in June to all active Social Assistance recipients, and an increase in termination of service letters sent in August and September. Administration will work to gather additional information where possible to identify gaps in address validation or assist recipients in moving to a paperless process.

Infrastructure and Asset Management

To maximize financial stewardship decision making relative to long term sustainable planning for TBDSSAB’s physical assets and to maximize the efficiency and effectiveness of asset life cycle performance



.# of properties with an FCI value > 30
- to be reported when BCAs become available

System Failures Based on Incomplete or Substandard Preventative Maintenance Plans

0 ✓
Goal: 0.00



To maximize system performance and effective risk management across the spectrum of physical assets

With its significant investment in physical capital assets, maximizing (mechanical) system performance is key to enhancing a long-term capital planning program. Situations that require immediate or emergency work negate long term physical and financial sustainability. Measuring the condition (Facility Condition Index (FCI)) of the physical assets is the KPI; the related target is that zero (0) properties will have an FCI greater than 30%, as a calculation greater than 30% is defined as an asset that is deteriorated and requires immediate capital expenditure. Because this indicator is impacted by the capital program, it is measured on an annual basis, after capital budget projects have been completed.

Preventative Maintenance plans are key to ensuring TBDSSAB's investment in physical capital assets is maintained to maximize system performance and effective risk management. This further supports the ability to implement long-term capital planning processes. The target is to have zero system failures on large mechanical equipment such as elevators, generators, make-up air, and domestic water heater systems. In Q4, this target was met.

C. Office Headquarters Building Operations

Table 5, below, shows the 2023 Operating Budget revenues and expenditures, and results for the 2023 year for the Office Headquarters Building Operations.

Expenses related to Office Headquarters Building Operations are allocated to programs as an Imputed Rent, based on a predetermined calculation approved through the annual Operating Budget. Expenses were materially on budget at year end.

Table 5:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	253.4	253.4	-	0.0%
Ontario Works	971.4	971.4	-	0.0%
Child care and early years programs	70.4	70.4	-	0.0%
Housing programs	112.6	112.6	-	0.0%
Total Allocation	1,407.8	1,407.8	-	0.0%
Financing				
Other revenue	3.5	3.6	0.1	2.6%
From (to) reserve funds	(203.0)	(203.0)	-	0.0%
Imputed rent adjustment	(243.3)	(252.5)	(9.2)	3.8%
Total Financing	(442.8)	(451.9)	(9.1)	2.0%
Expenses				
Interest on long-term debt	81.6	82.1	(0.5)	-0.6%
Materials	514.0	504.5	9.5	1.9%
Loan principal repayment	306.0	306.0	-	0.0%
Internal administrative expense	63.4	63.4	-	0.0%
Total Expenses	965.0	955.9	9.1	0.9%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a



D. Integrated Social Services Program Support

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

Table 6, below, shows the 2023 Operating Budget revenues and expenditures, and results for the 2023 year for ISS Program Support.

Table 6:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	167.4	153.9	(13.5)	-8.1%
Ontario Works	951.5	866.5	(85.0)	-8.9%
Child care and early years programs	382.4	348.5	(33.9)	-8.9%
Housing programs	460.3	436.5	(23.8)	-5.2%
Total Allocation	1,961.6	1,805.5	(156.1)	-8.0%
Financing				
Other revenue	35.0	35.0	0.0	0.1%
Total Financing	35.0	35.0	0.0	0.1%
Expenses				
Personnel services	2,244.2	2,189.1	55.1	2.5%
Materials	53.4	32.3	21.1	39.6%
Contract services	-	-	-	n/a
Total Expenses	2,297.6	2,221.4	76.2	3.3%
Recoveries				
From homelessness programs	301.0	380.9	(79.9)	-26.5%
Total Expenses Less Recoveries	1,996.6	1,840.5	156.1	7.8%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a

Expenses related to ISS Program Support are allocated to programs as Internal Administration Allocation, based on a predetermined weighting approved through the annual Operating Budget. Expense highlights for 2023 include:



Personnel Services

\$55,100 (2.5%) favourable

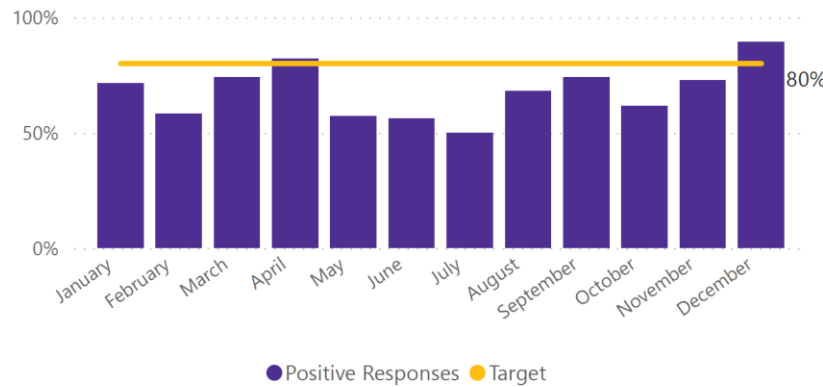
Personnel Services costs were less than budget by \$55,100 at year-end, due to temporarily vacant positions during the year.

Key Performance Indicators

Intake and Eligibility

To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services

% of Positive Intake Satisfaction Survey Responses When Asked If Needs Were Addressed



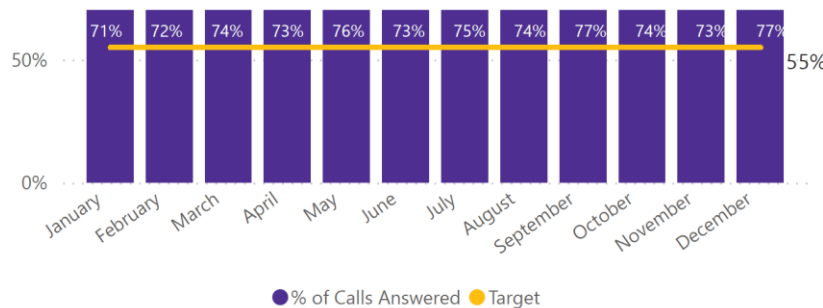
To determine program eligibility and process program applications in a timely manner

Housing Waitlist Applications Processed within 10 Business Days*

100.0% ✓
Goal: 70.0% (+42.86%)

* Applications received in the quarter

% of Incoming Calls Answered by Staff Month



The KPIs for the Intake and Eligibility Department are centred around effective customer service and timely eligibility decisions. This will lead to more open and honest communication which is essential to ensure individuals and families receive the appropriate services.

Due to the inclusion of online applications earlier in 2023, the Housing Application Processing indicator required a change for reporting, including new data points to consider. During Q2, the learning curve of the modified job processes caused some

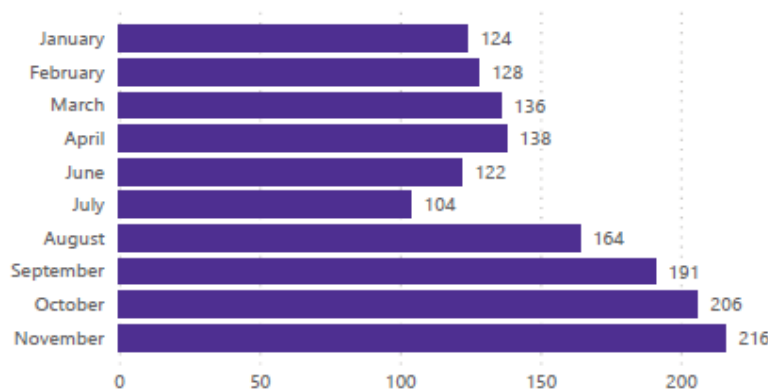


variances in the data, rendering it unreliable. Q4 is an accurate representation of application processing times above the target of 70% of applications processed within 10 business days.

With regards to incoming calls, Intake averaged 3,260 calls per month during Q4, with a YTD average of 3,370 per month.

To Support people experiencing homelessness or at risk of homelessness through outreach and engagement

People on the TOSW Active Caseload in Quarter by Month



TOSW Outreach Contacts with People Not on Caseload

272[✓]
Goal: 125 (+117.6%)

* Note - May HIFIS Outage by Lakehead University - reports unable to run accurately, December report not available

Through outreach and engagement, staff work with people experiencing homelessness or at risk of homelessness to find more permanent housing solutions. The active Transitional Outreach Support Worker (TOSW) caseload has steadily increased into Q4 and the contacts with people not included in the official caseload, has reached 272 relative to the goal of 125 in Q4.

E. Social Assistance

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

Table 7, below, shows the 2023 Operating Budget revenues and expenditures, and actual results for OW Programs. Overall, OW program expenses were \$482,200 lower than budget at year-end, with a \$53,300 favourable levy position.

Table 7:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	3,667.6	3,667.6	-	0.0%
Provincial grants	30,748.7	30,313.5	(435.2)	-1.4%
Other revenues	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a
Imputed rent adjustment	167.9	174.2	6.3	3.8%
Total Financing	34,584.2	34,155.3	(428.9)	-1.2%
Expenses				
Personnel services	4,077.9	3,861.4	216.5	5.3%
Materials	523.9	499.1	24.8	4.7%
Contract services	5.0	2.0	3.0	59.2%
Rents and financial expenses	107.4	126.3	(18.9)	-17.6%
External transfers	24,929.1	24,701.1	228.0	0.9%
Internal administration allocation	4,012.3	3,983.3	29.0	0.7%
Imputed rent recovery	971.4	971.4	-	0.0%
Total Expenses	34,627.0	34,144.8	482.2	1.4%
Recoveries				
From homelessness programs	42.8	42.8	-	0.0%
Total Expenses Less Recoveries	34,584.2	34,102.0	482.2	1.4%
Excess (Deficiency) of Revenues over Expenses	-	53.3	53.3	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for the 2023 year include:



Personnel Services

\$216,500 (5.3%) favourable

Personnel Services costs were less than budget by \$216,473 at year-end, due to temporarily vacant positions during the year.

External Transfers

\$228,000 (0.9%) favourable

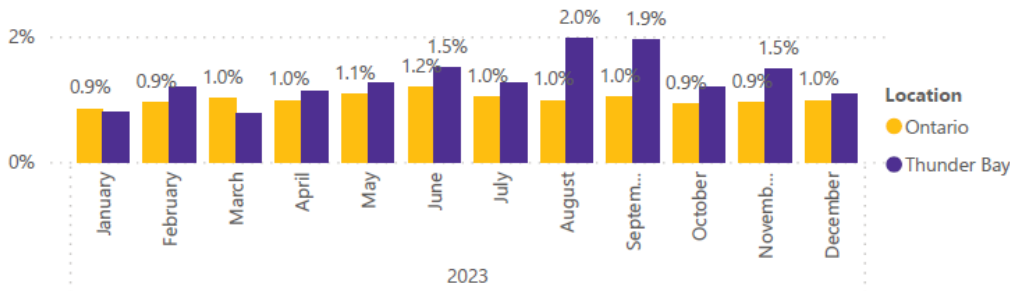
External transfers are lower than budget by \$228,000 at year end based on the actual monthly Ontario Works caseloads in 2023 (2,618) relative to the average monthly number of cases budgeted (2,646). OW financial assistance is 100% provincially funded, so there is no impact on the levy to Municipalities and TWOMO.

Key Performance Indicators

To develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency

Average % of caseload exiting to employment - Performance Report

Target: Higher than Ontario Average

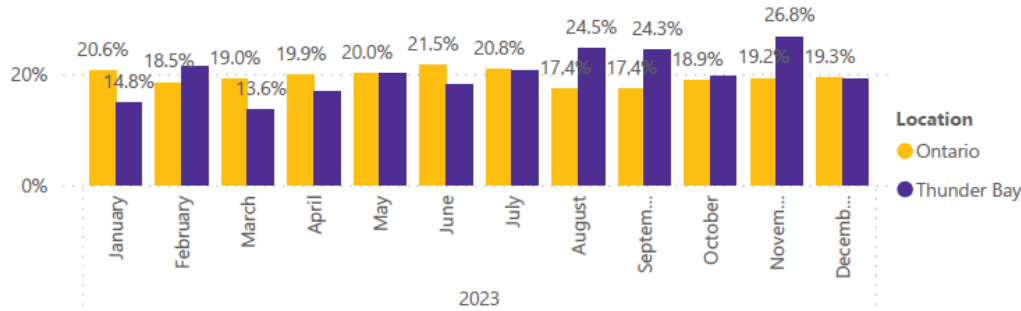


3.4%

of Caseload Exiting to Employment - including Retroactive Case Closures

Average % of terminations exiting to employment - Performance Report

Target: Higher than Ontario Average



% of clients that are employment-ready - Unable to report - waiting on Common Assessment Tool

Ontario Works is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. The Social Assistance Program KPIs include the percentage of caseload exiting to employment in comparison to the Provincial average. For Q4, the percentage of caseload exiting to employment is 1.0% compared to the Provincial average of 0.9%.

The majority of exits from Ontario Works are grants to ODSP which is a strong indicator of the employability of our caseload. A Common Assessment Tool will be mandatory for caseworkers to complete with each adult of the benefit unit once TBDSSAB is part of the Employment Service Transformation. This will provide a more accurate picture of the caseload employment readiness. This KPI will be reported once the tool is ready.

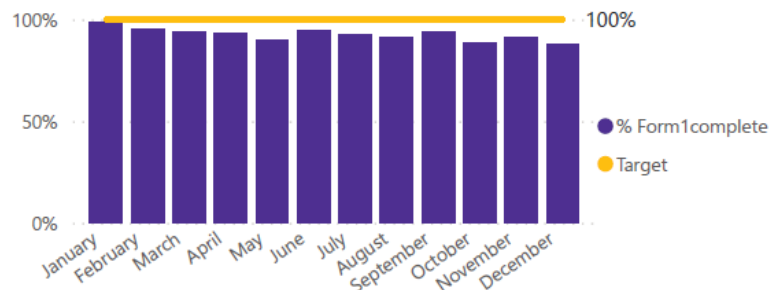
To provide a respectful, supportive environment for all clients accessing TBDSSAB services

92.9%

of respondents that answered positively to the question "Are Staff Friendly, Courteous and Helpful?"

To deliver the OW program in accordance with legislation and regulations

% of Form 1 Complete by Month of Review



Administration uses client-surveys to determine the overall satisfaction of experiences with social assistance. To align with the KPI of providing a respectful, supportive environment for all clients accessing TBDSSAB services, Administration measured the respondents who answered positively that staff are friendly, courteous and helpful. Based on the results of this year's survey, 92.9% of respondents answered this question positively.

Ontario Works Legislation requires a full financial update to all client files at least once every 24 months. Administration has developed supplemental controls including a monthly check on the Form 1 application for a portion of active cases to ensure the update has been completed.

It is important to note that the majority of overdue Form 1s are due to missed appointments by the recipient and their assistance is suspended until they attend and complete the update. Assistance is not issued for those who are overdue except under exceptional circumstances.

F. Child Care and Early Years

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

Table 8, below, shows the 2023 Operating Budget revenues and expenditures, and actual results for child care and early years' programs. Overall, child care and early years' program expenses were \$3,568,200 lower than budget with an overall unfavourable variance of \$9,400 at year-end.

Table 8:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	1,271.5	1,271.5	-	0.0%
Federal grants	11,089.4	8,461.7	(2,627.7)	-23.7%
Provincial grants	15,503.2	14,552.7	(950.5)	-6.1%
From (to) reserve funds	-	-	-	n/a
Imputed rent adjustment	12.1	12.6	0.5	4.3%
Total Financing	27,876.2	24,298.5	(3,577.7)	-12.8%
Expenses				
Personnel services	457.6	500.2	(42.6)	-9.3%
Materials	42.5	34.7	7.8	18.2%
Contract services	1.0	8.4	(7.4)	-744.6%
External transfers	26,583.4	23,007.5	3,575.9	13.5%
Internal administration allocation	1,074.4	1,039.8	34.6	3.2%
Imputed rent recovery	70.4	70.4	-	0.0%
Total Expenses	28,229.3	24,661.1	3,568.2	12.6%
Recoveries				
Other recoveries	353.1	353.1	-	0.0%
Total Expenses Less Recoveries	27,876.2	24,308.0	3,568.2	12.8%
Excess (Deficiency) of Revenues over Expenses	-	(9.4)	(9.4)	n/a

Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for the 2023 year include:



External Transfers	\$3,575,900 (13.5%) favourable
---------------------------	---------------------------------------

External transfers for child care and early years were less than budget at year-end due to CWELCC advances being less than expected. Under CWELCC, in 2023, parent fees have been reduced by 52.75% and CWELCC funding is provided to child care operators to replace this revenue.

Total enrollment in licensed child care has been lower than expected and as a result, less CWELCC has been advanced to child care operators. Lower enrollment continued throughout the year as workforce constraints are preventing child care operators from operating at full capacity. Administration continues to work through the process to implement the CWELCC.

A further breakdown of External Transfers is provided in Table 9, below:

Table 9:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
External Transfers				
Fee Subsidy	2,000.0	1,323.8	676.2	33.8%
Special Needs	1,543.6	1,543.6	-	0.0%
General Operating	8,028.6	8,142.9	(114.3)	-1.4%
Wage Enhancement	1,225.2	1,063.7	161.5	13.2%
Other	293.6	311.3	(17.7)	-6.0%
Workforce Funding	696.3	672.4	23.9	3.4%
EarlyON	2,203.7	2,006.9	196.8	8.9%
Journey Together	1,177.4	1,177.4	(0.0)	0.0%
CWELCC	9,415.0	6,765.4	2,649.6	28.1%
Total	26,583.4	23,007.5	3,575.9	13.5%

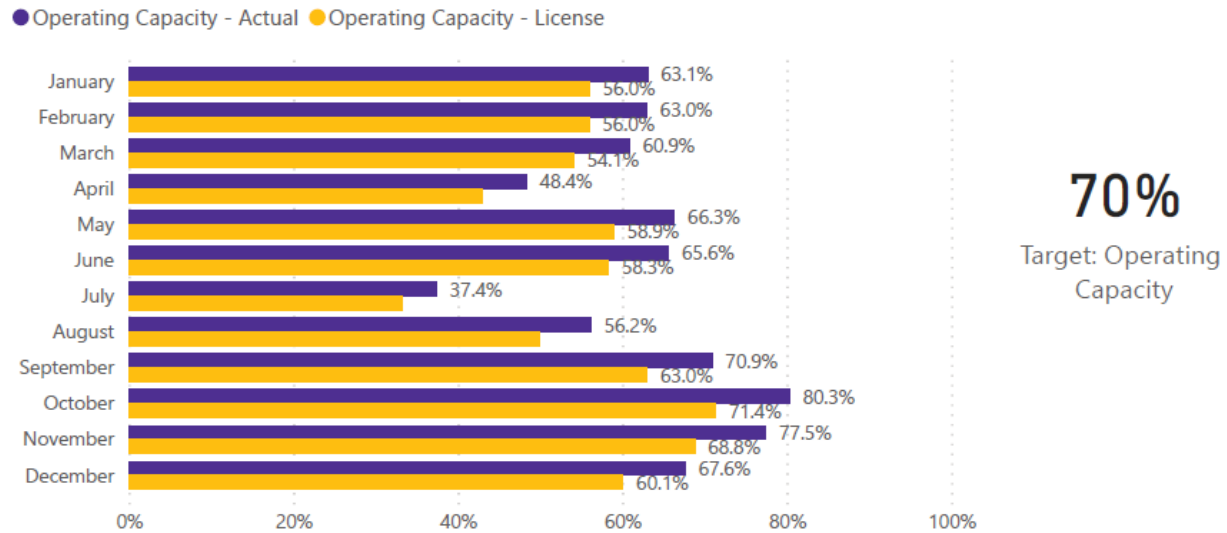


Key Performance Indicators

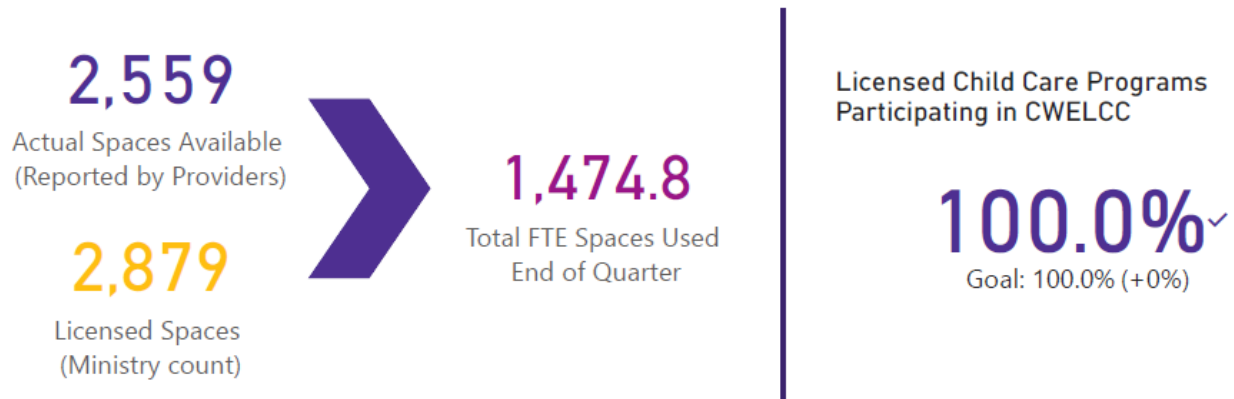
The role of the Service Manager is to maximize accessibility and affordability of child care for children and families in the District of Thunder Bay.

To maximize accessibility and affordability of child care for children and families in the District of Thunder Bay

Licensed Spaces Filled (Operating Capacity - Actual and License) by Month



Note - includes all licensed spaces from birth to 12 years of age (infant to school age)



There are currently 2,879 licensed child care spaces throughout the District and child care operators must work within provincially established child-to-adult ratios. However, operators are permitted to have mixed-ratio groups. Coupled with the significant shortage of Registered Early Childhood Educators (RECE) locally and across the province, the actual available spaces, as currently reported by operators, is 2,559. For 2023, an overall target of 70% of spaces filled has been established as workforce constraints are a barrier for child care operators to be able to operate at full capacity. At the end of the fourth quarter, 60.1% of licensed spaces (67.6% of available spaces) were filled.



Administration, in partnership with Confederation College, has established a bursary program for prospective and active students to encourage recruitment and retention in the child care sector. Also, TBDSSAB has provided funding to support Confederation College in implementing a fast-track ECE program which will allow educators, currently working in the sector, to become registered ECEs and count towards child/educator ratios. These initiatives will boost the workforce and allow the sector to move towards operating at full capacity.

Thirty-five (35) new ECEs graduated from Confederation College in spring 2023, and twenty-nine (29) secured employment in the sector either on a part-time or full-time basis. As well, most first-year students secured employment within the child care sector for the summer of 2023. For September 2023, there were sixty (60) new students enrolled, and thirty-five (35) students returning into their second year.

To provide a respectful, supportive environment for all clients accessing TBDSSAB services

% of responses to client survey that are positive

*Not Applicable -
Child Care Survey not scheduled for 2023*

To support Ontario's pedagogy for the early years: "How does learning happen?"

% of Pedagogical Model Implemented

66.9% ✓
Goal: 66.9% (+0%)

Administration uses parent-surveys to determine the overall satisfaction of experiences in the child care sector. The last parent-survey was conducted in 2018 before the pandemic. Administration is targeting 2024 to conduct the next survey and will report this KPI at that time.

TBDSSAB recently introduced a new capacity build process (CBP) to the Child Care and Early Years community, which was presented to the CCEY managers within the sector. The implementation of the CBP has begun to roll out and will become more robust as TBDSSAB vacant Programs Officer positions are filled; hence, TBDSSAB's pedagogical approach is on track to be fully implemented in 2024.



G. Housing and Homelessness Programs

TBDSSAB is the service system manager for various housing and homelessness programs and services in the District of Thunder Bay. TBDSSAB supports housing units operated by non-profit housing providers, rent supplement agreements and portable housing benefits. TBDSSAB also administers programs and services aimed at reducing chronic homelessness in the District of Thunder Bay.

In April 2023, Administration received confirmation of its Homelessness Prevention Program allocation for the 2023/24 year. The allocation of \$16.5 million was \$11.0 million higher than what was expected during 2023 budget deliberations.

Table 10, below, shows the 2023 Operating Budget revenues and expenditure for Housing and Homelessness Programs.

Table 10:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	8,533.9	8,533.9	-	0.0%
Federal grants	8,951.1	8,838.8	(112.3)	-1.3%
Provincial grants	7,769.5	14,117.1	6,347.6	81.7%
Other revenue	60.0	17.8	(42.2)	-70.4%
From (to) reserve funds	310.0	160.0	(150.0)	-48.4%
Prior year surplus	-	400.0	400.0	n/a
Imputed rent adjustment	19.5	20.2	0.7	3.6%
Total Financing	25,644.0	32,087.8	6,443.8	25.1%
Expenses				
Personnel services	452.2	496.1	(43.9)	-9.7%
Materials	3,319.8	1,946.0	1,373.8	41.4%
Contract services	20.0	17.6	2.4	11.8%
Rents and financial expenses	-	-	-	n/a
External transfers	20,079.0	27,380.1	(7,301.1)	-36.4%
Internal administration allocation	2,155.1	2,659.2	(504.1)	-23.4%
Imputed rent recovery	112.6	112.6	-	0.0%
Total Expenses	26,138.7	32,611.8	(6,473.1)	-24.8%
Recoveries				
From housing programs	225.7	190.3	(35.4)	-15.7%
From homelessness programs	269.0	772.1	503.1	187.0%
Total Expenses Less Recoveries	25,644.0	31,649.4	(6,005.4)	-23.4%
Excess (Deficiency) of Revenues over Expenses	-	438.4	438.4	n/a

Overall, Housing Program expenses were higher than budget by \$6,473,100 at year-end, with a program levy operating favourable variance of \$438,400 for the year due to higher administrative recovery related to the additional HPP funding.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for the 2023 year include:

Materials	\$1,373,800 (41.4%) favourable
------------------	---------------------------------------

Materials were lower than budget by \$1,373,800 lower than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Materials				
OPHI	480.0	422.2	57.8	12.0%
COCHI	2,812.4	1,500.5	1,311.9	46.6%
Other	27.4	23.4	4.0	14.6%
Total	3,319.8	1,946.0	1,373.8	41.4%

The favourable variance in the Canada-Ontario Community Housing Initiative (COCHI) is due to timing of project completions. OPHI and COCHI are funded 100% by the Federal and Provincial governments.

External Transfers	\$7,301,100 (36.4%) unfavourable
---------------------------	---

External transfers for Housing Programs were higher than budget in 2023. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
External Transfers				
Provincial Reformed	5,627.8	5,573.6	54.2	1.0%
Former Provincial Reformed	291.1	291.1	(0.0)	0.0%
Urban Native housing program	1,046.0	1,139.8	(93.8)	-9.0%
Private landlord rent supplement	2,385.8	2,403.4	(17.6)	-0.7%
Non-profit rent supplement	789.6	775.3	14.3	1.8%
Portable Housing Benefit	1,022.3	849.7	172.6	16.9%
IAH Rent Supplement	46.7	73.2	(26.5)	-56.8%
IAH Ontario Renovates	-	252.2	(252.2)	n/a
IAH-SIF housing allowance	23.6	37.6	(14.0)	-59.4%
OPHI Rental Housing	500.0	-	500.0	100.0%
OPHI Ontario Renovates	415.0	134.4	280.6	67.6%
COCHI rental housing	-	1,652.0	(1,652.0)	n/a
COCHI capital repairs	872.4	672.8	199.7	22.9%
COCHI rent supplement	889.0	828.7	60.3	6.8%
COCHI transitional operating	90.9	179.3	(88.4)	-97.3%
Reaching Home	60.0	17.7	42.3	70.4%
HPP Operating	4,864.1	5,899.6	(1,035.5)	-21.3%
HPP Capital	-	4,904.6	(4,904.6)	n/a
SSRF	1,050.0	1,590.3	(540.3)	-51.5%
Home for Good	104.7	104.7	(0.0)	0.0%
Total	20,079.0	27,380.1	(7,301.1)	-36.4%

The unfavourable variance is mainly due to additional 2023/24 HPP funding spent in 2023. HPP is 100% Provincially funded so there is no impact on the levy, however the additional HPP funding provides additional administrative recoveries.

There is also an unfavourable variance due to COCHI funding provided to support new rental housing, and Social Services Relief Fund (SSRF) funding that was allocated in prior years and was fully committed in 2023. COCHI is 100% Federally funded and the SSRF is 100% Provincially funded so there is no impact on the levy.

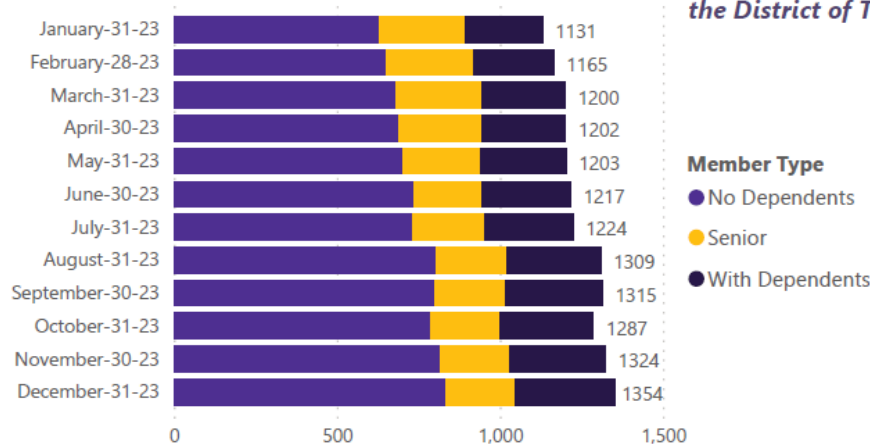


Key Performance Indicators

The role of the Service Manager is to maintain and grow the supply of affordable housing units in the District of Thunder Bay. The Service Manager also provides support for people experiencing homelessness or at risk of homelessness through outreach and engagement.

Community Housing Waitlist by Family Status

Target: Decrease in waitlist over time



To maintain existing relationships and grow the supply of new affordable housing units in the District of Thunder Bay

Net New Housing Supports*

74✓

Goal: 30
(+146.67%)

* New PHB, HFG, and Rent Supplement units
Target 30 by end of 2023

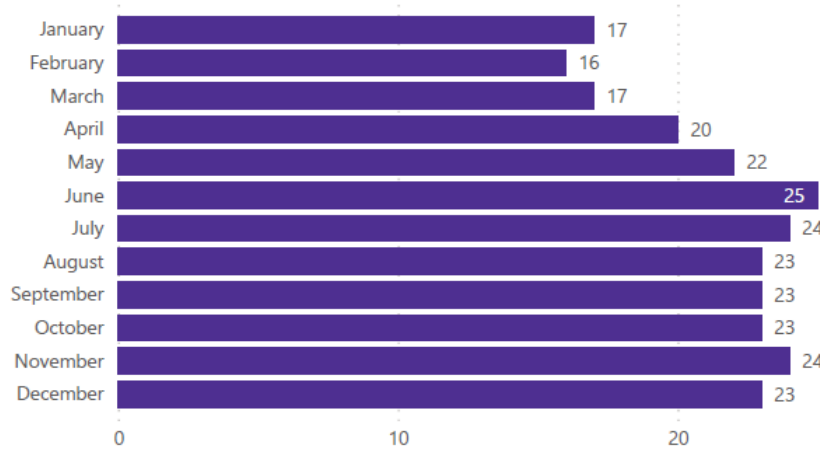
The Community Housing Waitlist is an indicator of housing need in the District of Thunder Bay. In the fourth quarter, the waitlist increased due, in part, to the continued increased outreach efforts to homeless individuals.

During the fourth quarter TBDSSAB staff participated in visits to unsheltered individuals and assisted individuals to complete housing applications. Administration has exceeded its net new housing supports goal for 2023 which will help address the waitlist increase. Also, within its direct-owned housing portfolio, Administration is working towards turning over its unoccupied units quicker to make them available to prospective tenants.



Number of People Experiencing Chronic Homelessness Using a Shelter

Target: Decrease in number of people experiencing chronic homelessness using shelter



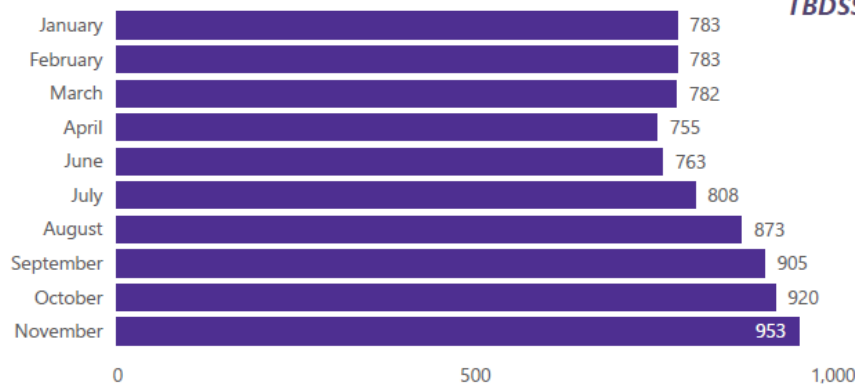
To support people experiencing homelessness or at risk of homelessness through outreach and engagement

44

YTD Total Unique Individuals Experiencing Chronic Homelessness Served at Shelters

Active Clients on the By Name List Over Time

Target: Decrease in active clients experiencing homelessness



To provide a respectful, supportive environment for all clients accessing TBDSSAB services

953

Active Clients on the By Name List at the end of Quarter

* Note - May HIFIS Outage by Lakehead University - reports unable to run accurately; December report not available

In support of the Province’s goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters and manages the ‘By Name’ list of individuals experiencing homelessness. Through outreach and engagement, staff can work with these individuals to find more permanent housing solutions. The number of people experiencing chronic homelessness using a shelter decreased slightly in Q4 and the by name list trended higher in Q4 due in large part to the increased outreach efforts to the homeless encampments.

H. Direct-Owned Community Housing Building Operations

TBDSSAB operates and maintains 2,493 direct-owned housing units throughout the District of Thunder Bay. Table 13, below, shows the 2023 Operating Budget revenues and expenditures, and actual results for direct-owned Community Housing building operations.

Table 13:

Description	Year 2023			
	Budget	Actuals	Variance	
	(\$000s)	(\$000s)	(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	11,157.5	11,157.5	-	0.0%
Federal grants	2,529.8	2,518.3	(11.5)	-0.5%
Provincial grants	11.5	-	(11.5)	-100.0%
Rents	11,410.2	10,843.9	(566.3)	-5.0%
Other revenue	278.8	248.5	(30.3)	-10.9%
From (to) reserve funds	(2,346.2)	(2,361.3)	(15.1)	0.6%
Imputed rent adjustment	43.8	45.4	1.6	3.8%
Total Financing	23,085.4	22,452.3	(633.1)	-2.7%
Expenses				
Personnel services	3,748.5	3,463.8	284.7	7.6%
Interest on long-term debt	145.1	141.4	3.7	2.5%
Materials	15,569.9	15,982.4	(412.5)	-2.6%
Contract services	10.0	2.2	7.8	78.5%
Rents and financial expenses	9.6	120.9	(111.3)	-1159.6%
External transfers	1.4	8.8	(7.4)	-530.2%
Loan principal repayment	2,045.9	2,045.9	(0.0)	0.0%
Internal administration allocation	1,967.0	1,874.9	92.1	4.7%
Imputed rent recovery	253.4	253.4	-	0.0%
Total Expenses	23,750.8	23,893.8	(143.0)	-0.6%
Recoveries				
Recovery from Ontario Works programs	279.8	279.8	-	0.0%
Recovery from homelessness programs	365.2	343.7	(21.5)	-5.9%
Recovery from building overhead	20.4	20.4	-	0.0%
Total Expenses Less Recoveries	23,085.4	23,249.9	(164.5)	5.3%
Excess (Deficiency) of Revenues over Expenses	-	(797.6)	(797.6)	n/a



Overall, direct-owned Community Housing building operations revenues were less than budget by \$633,100, and expenses were higher than budget by \$143,000 at year-end resulting in an unfavourable program levy operating variance of \$797,600 for the year. Highlights for the 2023 year include:

Rents	\$566,300 (5.0%) unfavourable
--------------	--------------------------------------

Rent revenue was lower than budget by \$566,300 at year-end. The variance is related to rent-gear-to-income (RGI) which is based on tenant incomes. The province had implemented a rent-freeze for 2021 which was lifted January 1, 2022. Beginning in the fall of 2022, annual tenant rent reviews have resulted in lower rents retroactive to prior periods which amounted to \$339,500. This trend has continued into 2023.

During the budget process administration had anticipated rents would increase slightly in 2023 as the economy recovered after the pandemic, however, with only approximately 100 tenants' RGI based on earned income, the increase of \$154,100 did not materialize.

The remaining revenue shortfall of \$72,700 partially relates to vacant units in excess of industry standards. Vacancies were higher than expected due to staff vacancies that increased the completion time of move out ready properties.

Personnel Services	\$284,700 (7.6%) favourable
---------------------------	------------------------------------

Personnel Services costs were less than budget by \$284,700 at year-end, due to temporarily vacant positions during the year.

Materials	\$412,500 (2.6%) unfavourable
------------------	--------------------------------------

Materials were higher than budget by \$412,500 in 2023. A further breakdown of this variance is provided in Table 14, below:

**Table 14:**

Description	Year 2023			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Materials				
Repairs and maintenance	2,251.9	2,449.7	(197.8)	-8.8%
Operating services	2,284.1	2,542.7	(258.6)	-11.3%
Insurance	800.6	1,047.5	(246.9)	-30.8%
Gas	740.7	698.1	42.6	5.8%
Electricity	1,873.5	1,698.4	175.1	9.3%
Water	1,727.2	1,713.6	13.6	0.8%
Hot water tanks	105.2	117.6	(12.4)	-11.8%
Municipal taxes	5,467.3	5,409.5	57.8	1.1%
Other	319.4	305.4	14.0	4.4%
Total	15,569.9	15,982.4	(412.5)	-2.6%

Repairs and maintenance expenses in 2023 were higher than budget by \$197,800. Increases were experienced in a number of areas including doors and windows, electrical standards compliance, mechanical, and plumbing repairs.

The unfavourable variance of \$258,600 in operating services was driven by unfavourable variances within pest control (\$52,600), security costs (\$96,800), grounds maintenance (\$68,700), as well as custodial coverage of \$84,600 which were higher than budgeted resulting from the staff vacancies identified above. These unfavourable variances were offset by a favourable variance of \$103,600 in snow removal as a result of the lack of snowfall in the fall of 2023.

An unfavourable variance of \$246,900 was incurred as a result of the 2023/24 property insurance renewal, with a 29% premium increase for the TBDSSAB direct-owned housing portfolio.

A favourable variance in municipal property taxes of \$57,800 occurred as the municipal tax rates were lower than expected.

Utility costs (Gas and Electricity) were \$218,900 lower than budget as a result of lower consumption levels experienced partially due to warmer and shorter winter conditions.

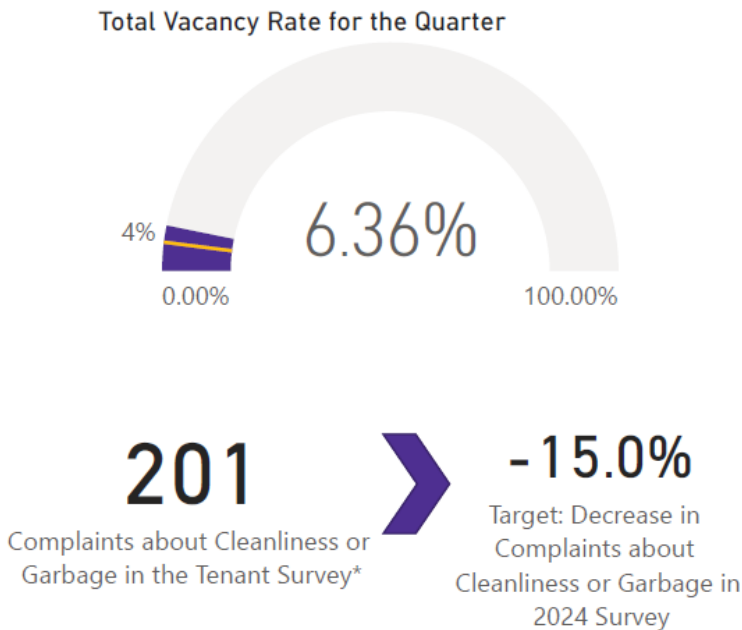
Rents and financial expenses **\$111,300 (1,159.6%) unfavourable**

The unfavourable variance of \$111,300 in rents and financial expenses was driven by allowance for bad debts of \$408,200 which was partially offset by tenant recoveries of \$280,000.

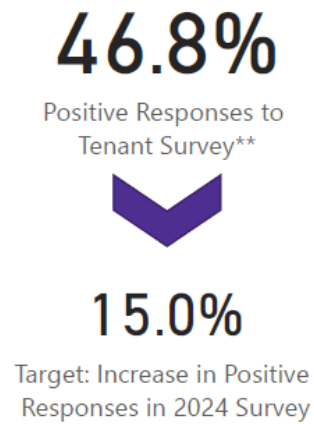
Key Performance Indicators

TBDSSAB provides safe, well-maintained, affordable housing options for tenants and creates vibrant communities through tenant engagement.

To provide clean, safe, well-maintained, affordable housing options for tenants



To provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services

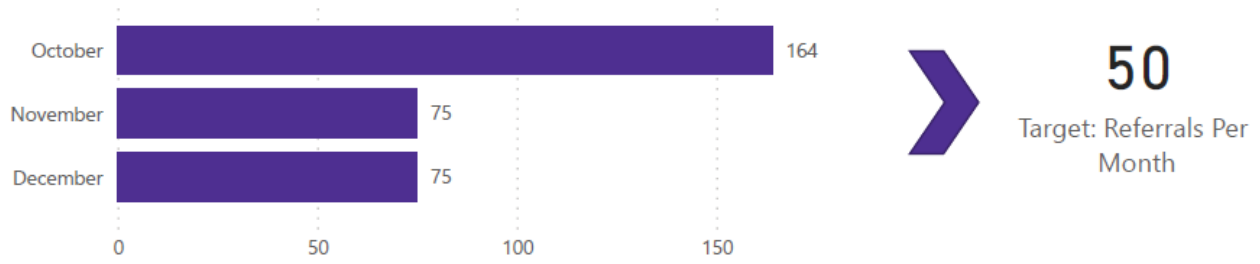


Vacancies in TBDSSAB-owned housing units occur throughout the year as tenants leave community housing or are transferred into other community housing units. Once a tenant moves out, the unit is assessed, and necessary repairs are made. Effective turnaround processes are important to ensure those individuals and families in need can be housed in a safe, well-maintained housing unit. Administration had established a target of 4% vacancy. In Q4 the vacancy rate was 6.36%, an improvement over the Q3 vacancy rate of 6.72%; Administration continues to review practices and processes to expedite the turnover of units with the intention of aligning outcomes with the target.

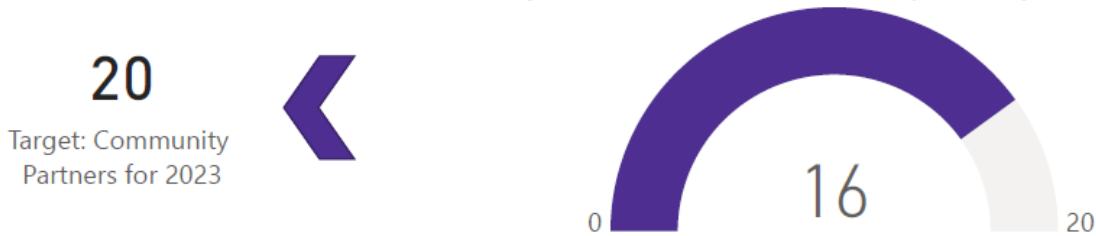


Administration uses tenant-surveys to determine the overall satisfaction of experiences in the direct-owned housing. The last tenant survey was conducted in 2022 and Administration is targeting 2024 to conduct the next survey and will report this KPI at that time.

Tenant Referrals Made to Services by Month



Community Partners with Services in Properties by Month



A high level of referrals from Tenant Support Workers to external agencies for supports continues versus the target. The number of agencies providing direct services within TBDSSAB properties remains consistent at a level slightly below target.

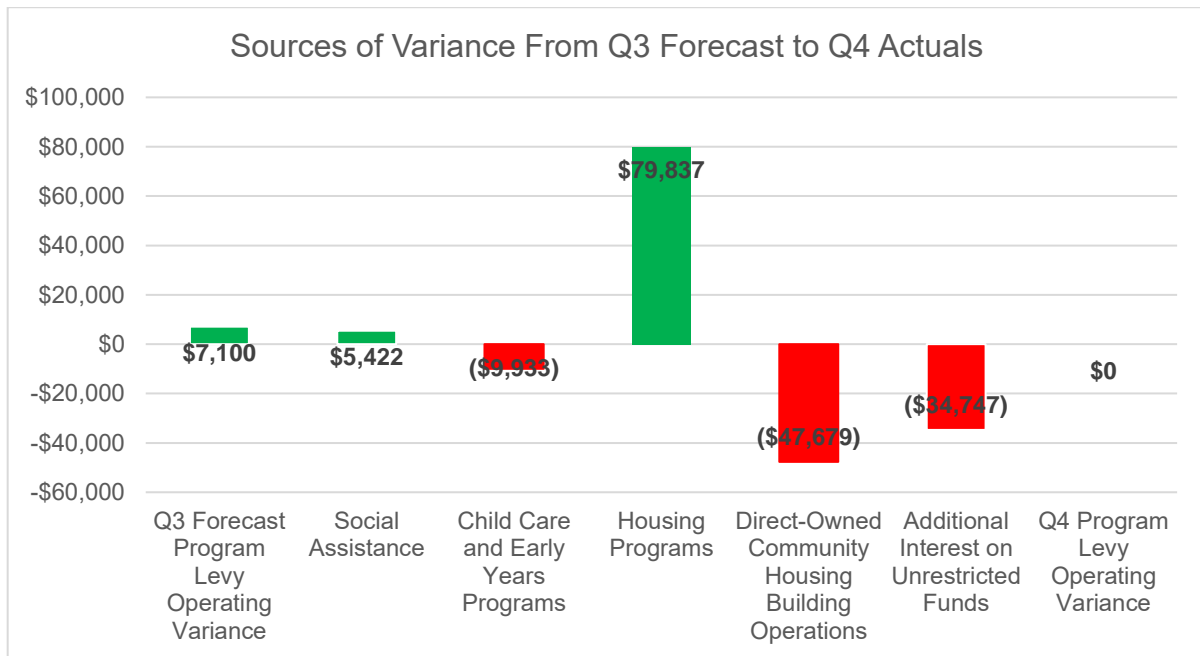


CONCLUSION

The 2023 Third Quarter Financial Report identified a forecast program levy operating surplus of \$7,100 with the Direct-Owned Community Housing Building Operations projected deficit of \$749,900 being offset by favourable variances within Community Housing Programs (\$358,600), Social Assistance (\$47,900) and Additional Interest on Unrestricted Funds (\$350,000).

Through the 2023 Fourth Quarter Financial Report, a balanced program operating levy resulted (\$0) for the 2023 year.

The chart below summarizes the change from Q3 estimates to Q4 actuals, by program.





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

**2023 FOURTH QUARTER
FINANCIAL REPORT**

Capital Budget



INTRODUCTION

On February 16, 2023, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2023 Capital Budget which included 136 projects totaling \$4,324,000. This includes individual capital projects in the direct-owned community housing portfolio (\$4,218,000) and TBDSSAB Headquarters (\$106,000).

In 2023, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, the Office Building Reserve Fund, and the Canada-Ontario Community Housing Initiative (COCHI).

Also, subsequent to the 2022 year-end process, the Chief Administrative Officer (CAO) approved 60 capital projects, totaling \$3,326,980, from the 2021 and 2022 Capital Budget to be carried forward into 2023.

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

2023 FOURTH QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the 12-month period ending December 31, 2023, this Report provides an indication of TBDSSAB's financial status in relation to the 2023 approved Capital Budget.

Overall, in 2023, TBDSSAB spent \$2,350,591 on capital projects (2023 Approved Capital Budget and Carryforward projects) and will carryforward \$3,894,827 (98 capital projects) into 2024.

A. Prior Year Carryforward Projects

Through the 2022 year-end process, the CAO approved the carryforward of 60 capital projects totaling \$3,326,980. At December 31, 2023, TBDSSAB had spent \$1,718,331 related to the capital carryforward projects, completing 43 projects. Of the remaining seventeen (17) projects:

- Nine (9) have construction started with work continuing in 2024;
- Five (5) are being reviewed and will be tendered in 2024; and
- Three (3) were cancelled.

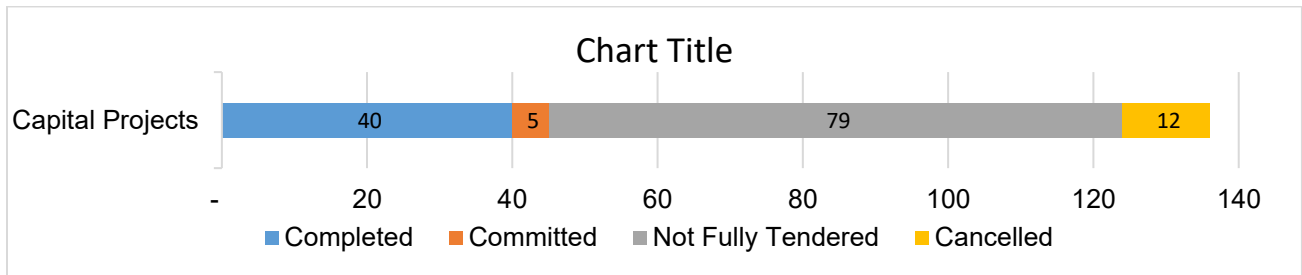
A total of \$907,536 has been carried forward into 2024.



B. 2023 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects and TBDSSAB’s Headquarters totaling \$4,324,000. Based on the approved list, each project was reviewed and scheduled throughout the year to maximize procurement efficiency and project completion based on the nature of the project.

At December 31, 2023, \$632,260 or 14.6% of the approved capital budget was spent against the approved projects. However, a further \$278,900 was committed to five (5) projects and carried forward to be completed in 2024. Seventy-nine (79) projects totaling \$2,708,400 had not been tendered, however it was determined the projects were required and have been carried forward to 2024.



Highlights of Completed Projects:

- Elizabeth Court roof replacement. End of Life Roofing materials were removed, and new insulation and Ethylene Propylene Diene Terpolymer roof membrane installed;
- Glenwood Court windows. Existing windows, original to the building, were replaced with new windows;
- Wardrope Court balconies. Refurbishment of 52 existing balconies; and
- Spence Court flooring. Replacement of common area hallway flooring on three floors.

Although significant work has been completed on the 2023 capital program, including preparation, and planning for the larger projects (elevators, backup generators, domestic hot water), due to various supply chain challenges and internal staffing vacancies, 84 of the projects will be carried into 2024.

CONCLUSION

At December 31, 2023, 58 of the 60 capital projects carried forward from the prior year were completed, in progress, or cancelled. Of the 136 projects approved in the 2023 Capital Budget, 57 were completed, in progress, or cancelled.



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

Fiduciary Responsibility Checklist

Year: 2023

[Supporting Documents](#)

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

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

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

Director - Corporate Services Division

10-Apr-24
Date

Chief Administrative Officer

10-Apr-24
Date



BOARD REPORT

REPORT No.: 2024-16

MEETING DATE: APRIL 18, 2024

SUBJECT: 2023 INVESTMENT PORTFOLIO PERFORMANCE

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information relative to the performance of the Board's investment portfolio for the 2023 year.

BACKGROUND

The Board has approved the Reserve and Reserve Fund Policy #CS-02:19 and, on an annual basis, approves the Reserve and Reserve Fund Strategy. Since 2015, TBDSSAB has transferred \$19.1 million to TD Waterhouse (TD) representing the value of various TBDSSAB Reserve Funds.

A portion of the Housing Portfolio Capital Reserve Fund is invested in the Social Housing Investment Program, administered by the Housing Services Corporation in accordance with Section 124(b) of the *Housing Services Act (HSA)*, and managed by Encasa Financial. Worldsource Financial Management Inc. is the principal distributor of these Funds.

In accordance with the Investment Policy #CS-02:70, Administration presents the Board with an annual update of the investment portfolio's performance for the year.

COMMENTS

The Table below summarizes the performance of investments held at TD and Encasa for the 2023 year:

	Fair Market Value		
	TD (\$)	Encasa (\$)	Total (\$)
Opening Balance	21,024,991	8,668,473	29,693,464
Deposits	-	-	-
Withdrawals	-	-	-
Change in Value	1,533,625	501,491	2,035,116
Ending Balance	22,558,616	9,169,964	31,728,580
Return on Investment	7.3%	5.8%	6.9%

The fair market value (FMV) of investments at December 31, 2023 is \$31,728,580 (2022: \$29,693,464) compared to the book value (cost) of \$32,260,181 (2022: \$31,624,330). Overall, the FMV of investments increased by \$2,035,116 (6.9%) during 2023. Attachment #1 shows the FMV of investments over the past ten (10) years.

The portfolio book value is \$7,210,741 less than the total reserve fund balance of \$39,470,922 as indicated in Report No. 2024-13AGM 2023 Audited Consolidated Financial Statements. This difference is currently on deposit in the bank, earning interest (prime less 1.7 = 5.5% in January 2024). This amount could be transferred into the investment portfolio to potentially earn a greater return; However, considering the favourable interest rate, as well as the significant capital financing required in the 2024 Capital Budget, and capital carryforward from prior years' approved projects, Administration recommends leaving these funds on deposit for 2024 and re-evaluate next year.

The investment strategy approved by the Board includes a recognition that the priority of the investment portfolio is to generate income, while at the same time, preserving capital. As at December 31, 2023, the asset mix of TBDSSAB investments was as follows:

Component	TD		Encasa		Total	
	FMV (\$)	%	FMV (\$)	%	FMV (\$)	%
Cash	5,593,387	25%			5,593,387	18%
Fixed Income	10,501,846	47%	9,169,964	100%	19,671,810	62%
Equities	6,463,383	28%	-	0%	6,463,383	20%
Total	22,558,616		9,169,964		31,728,580	

The table below shows the annual FMV rate of return on the entire TBDSSAB investment portfolio compared to the S&P/TSX Composite Index and the investment income earned over the past five years:

Year	Total TBDSSAB Portfolio	S&P/TSX Composite Index	Income Earned
2019	6.5%	19.1%	\$495,318
2020	4.4%	2.2%	\$886,473
2021	2.4%	21.7%	\$921,304
2022	(6.3%)	(8.7%)	\$802,843
2023	6.4%	8.1%	\$1,360,438

These results are consistent with the guiding principles in the Investment Policy, considering the heavy concentration of fixed-income securities in the portfolio.

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

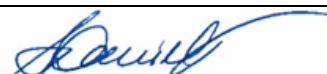

The 2023 investment portfolio performance is reflected in the 2023 Consolidated TBDSSAB Financial Statements.

CONCLUSION

It is concluded that all investments in 2023 were consistent with the Investment Policy and goals approved by the Board.

REFERENCE MATERIALS

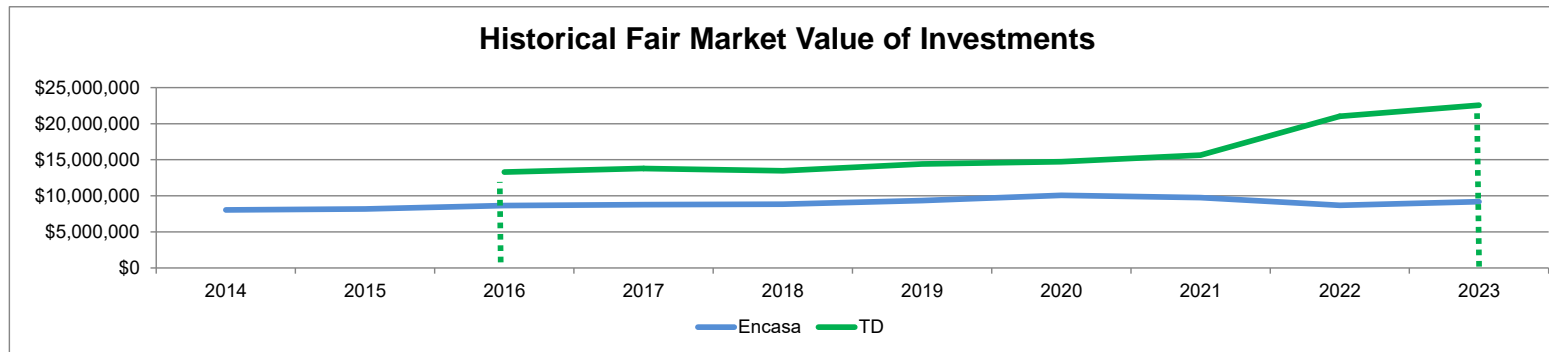
Attachment #1 [Historical Investment Portfolio Summary](#)

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

**The District of Thunder Bay Social Services Administration Board
Historical Investment Portfolio Summary**

TD Waterhouse	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Deposit	-	12,518,835	287,142	-	-	-	-	-	6,302,677	-
FMV	-	12,094,495	13,291,394	13,793,582	13,467,508	14,419,037	14,731,538	15,641,357	21,024,991	22,558,616
Change in FMV	-	(424,340)	909,757	502,188	(326,074)	951,529	312,501	909,819	(919,043)	1,533,625
	<i>n/a</i>	<i>n/a</i>	7.5%	3.8%	-2.4%	7.1%	2.2%	6.2%	-4.2%	7.3%

Encasa Financial	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
FMV	8,043,405	8,166,728	8,635,954	8,766,629	8,833,590	9,339,090	10,063,240	9,748,133	8,668,473	9,169,964
Change in FMV	807,217	123,323	469,226	130,675	66,961	505,500	724,150	(315,107)	(1,079,660)	501,491
	11.2%	1.5%	5.7%	1.5%	0.8%	5.7%	7.8%	-3.1%	-11.1%	5.8%





BOARD REPORT

REPORT No.: 2024-17

MEETING DATE: APRIL 18, 2024

SUBJECT: 2024/25 CANADA ONTARIO COMMUNITY HOUSING INITIATIVE UPDATE

RECOMMENDATION

THAT with respect to Report No. 2024-17 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve Option two, specifically that the Community Housing Reserve Fund be accessed to support capital repair projects previously funded under the Canada Ontario Community Housing Initiative for the identified not-for-profit Community Housing providers, not to exceed \$716,100;

AND THAT up to \$20,000 be funded from the Housing Portfolio Reserve Fund to support the TBDSSAB capital project previously funded under the Canada Ontario Community Housing Initiative;

AND THAT the Levy Stabilization Reserve Fund be accessed up to \$1,015,000 to address the Rent Supplement funds previously provided under the Canada Ontario Community Housing Initiative for the Urban Native Housing units;

AND THAT the Board continue to advocate to the federal government to reinstate funding to Ontario under the National Housing Strategy.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information related to the TBDSSAB 2024/25 Canada Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and Canada Ontario Housing Benefit (COHB) funding allocations and to present options to address this funding shortfall.

BACKGROUND

COCHI represents a re-investment of federal funding allowing Service Managers to address the challenges associated with housing projects reaching the end of mortgages and/or operating agreements. The objective of COCHI is to protect tenants in projects

with expiring operating agreements/mortgages and begin to stabilize and eventually grow the supply of community housing through regeneration and expansion, repairs, renovations, and operating support. Housing projects and providers are eligible for COCHI funding as long as they are community housing providers listed in the *Housing Services Act, 2011* as of April 1, 2019.

OPHI is intended to address local housing priorities, including affordability, repair and new construction, by allowing Service Managers to determine highest need and providing funding to be able to meet those needs. OPHI is modelled after similar, previous affordable housing programs, with the most recent being the Investment in Affordable Housing Program Extension (IAH-E). There are a number of additional features in this program, including the addition of a support services component and the eligibility of social housing under Ontario Renovates.

COHB is a federal-provincial housing allowance program that is jointly funded through the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy and is provincially delivered. The purpose of the COHB program is to increase the affordability of rental housing by providing an income-tested, portable housing benefit (PHB) payment directly to eligible households in housing need that are on, or are eligible to be on, social housing waiting lists and to households in housing need living in community housing

Through Report No. 2023-31, the Board approved TBDSSAB's COCHI-OPHI Investment Plan for 2023-24 and 2024-25. The Investment Plan identified \$2,170,000 to be utilized towards repair within the legacy Community Housing stock. With COCHI funding over the past several years, TBDSSAB has focused investment in the areas of repair of existing community housing properties and in the provision of rent supports and transitional operating funding to maintain Urban Native Housing units where the mortgages and operating agreements have expired. The annual COHB allocation for new applicants was also included in this report, though no investment plan was required

On March 25, 2024, TBDSSAB received a letter (attached) from the Hon. Paul Calandra, Minister of Municipal Affairs and Housing informing Service Managers that the Federal government will be withholding \$355 million in funding to Ontario that was used to provide COCHI, OPHI and COHB funding to Service Managers.

COMMENTS

TBDSSAB had a Board approved Investment Plan (IP) for COCHI and OPHI funding for 2024/25. The COCHI IP earmarked \$2,170,000 for capital repairs to the Community Housing stock and \$1,015,000 for Urban Native rent supplements for properties where the mortgage had expired. Under OPHI, \$753,920 was proposed for the creation of new affordable rental housing. The COHB allocation for 2024/25 was not yet released to Service Managers, however the 2023/24 allocation was \$385,100.

Administration has reviewed potential options to replace the planned COCHI and OPHI funded expenditures should this allocation to Service Managers be withheld for the full 2024/25 funding year. Should the future of COCHI and OPHI funding change beyond the current year, Administration will prepare a long-term strategy to address this shortfall. The three options that administration considered for 2024/25 are:

Option	Advantages	Disadvantages
<p>1. Access Reserve funds to fully address the planned TBDSSAB (\$1,300,000) and Non-Profit Community Housing (\$716,100) projects identified for this year and access the Levy Stabilization Reserve Fund to address the cancelled Rent Supplement funds for the Urban Native Housing units (\$1,050,000) to address the COCHI shortfall. For OPHI, access reserve funds (\$753,920) to address the funding shortfall.</p>	<ul style="list-style-type: none"> All programming remains at pre-approved levels, including sustainability of capital infrastructure, and service level standards. 	<ul style="list-style-type: none"> Significant reduction of TBDSSAB's Reserve Funds, thereby impacting future financial stability for capital and operating sustainability.

Option	Advantages	Disadvantages
<p>2. Access the Community Housing Reserve Fund to address planned projects for the Non-Profit Community Housing capital projects (\$716,100), delay the construction of TBDSSAB’s capital projects that were to be funded by COCHI other than the amount already committed for consultant services, and access the Levy Stabilization Fund to address the cancelled Rent Supplement funds for the Urban Native Housing units (\$1,050,000) For OPHI, defer capital investment for the 2024/25 year.</p>	<ul style="list-style-type: none"> • Community Non-Profit housing capital projects will proceed using the reserve fund established for these unexpected circumstances. • Operational programming will continue to maintain the 133 Urban Native Housing units and the related service level housing standards. • Although consulting on TBDSSAB’s capital project has started, the construction can be delayed until 2025, and requires minimal additional capital reserve funding financing to meet the existing commitment. 	<ul style="list-style-type: none"> • Reduction of TBDSSAB’s Reserve Funds, thereby impacting future financial stability for capital and operating sustainability. • Reduce investment in the creation of new affordable rental housing in 2024/25.
<p>3. Increase the levy to municipalities and TWOMO by \$3,785,020 to cover this unexpected funding shortfall</p>	<ul style="list-style-type: none"> • Capital repairs and support for the Urban Native Housing program would proceed as approved 	<ul style="list-style-type: none"> • An increase to the 2024 levy previously approved by the Board and communicated to 15 municipalities would lead to an unplanned cost for municipal partners
<p>4. Provide no funding for capital projects identified from COCHI or OPHI and provide notice to the Urban Native Housing providers that the TBDSSAB will discontinue rent</p>	<ul style="list-style-type: none"> • TBDSSAB reserve funds will be maintained to maximize future capital and operational program stability. 	<ul style="list-style-type: none"> • Significant reduction (133 units) in housing service level standards. • Capital funding was provided as a noted incentive for the Non-Profit Community Housing providers to enter into new

supplements for these properties.		Operating Agreements to maintain service level standards within the sector.
-----------------------------------	--	---

As the COHB program is administered by the province, and a target allocation provided to TBDSSAB on an annual basis, there is no proposed option to continue forward in 2024/25 with this program without receiving funding. This would impact approximately 30 to 35 households who may have received a portable housing benefit under the COHB program.

STRATEGIC PLAN IMPACT

This report relates to the Board's 2024-2027 Strategic Plan practical vision to provide safe, affordable, agency supported housing that everyone deserves.

FINANCIAL IMPLICATIONS

The following provide the financial implications of the above noted options:

Reserve Fund	Reserve Fund Balance April 1, 2024	Reserve Fund Balances under Option 1	Reserve Fund Balances under Option 2	Reserve Fund Balances under Option 3	Reserve Fund Balances under Option 4
Community Housing	1,990,429	520,409	1,274,329	1,990,429	1,990,429
Levy Stabilization	2,552,619	1,537,619	1,015,000	2,552,619	2,552,619
Housing Portfolio Capital	18,691,519	17,391,519	18,676,519	18,691,519	18,691,519
Total:	23,234,567	19,449,546	20,965,848	23,234,567	23,234,567

Consistent with reserve fund usage practices, amounts will only be withdrawn up to the actual levels.

If the full funding shortfall was added to the levy to municipalities and TWOMO, this would result in an increase to the levy of \$3,785,020 or 15% for 2024.

CONCLUSION



It is concluded that this report provides the Board with information relative to the TBDSSAB 2024/25 COCHI OPHI and COHB funding allocation;

And that options have been provided to address this potential funding shortfall;

And that Option two maintains the highest level of capital and operational programming for the housing sector, recommends options in accordance with TBDSSAB Reserve Fund By-laws, and should be approved.

REFERENCE MATERIALS

- Attachment #1 [Letter from Hon. Paul Calandra, MMAH dated March 25, 2024](#)
- #2 [Letter to MP Hajdu and MP Powlowski dated March 28, 2024](#)

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Ken Ranta, Director, Integrated Social Services Division Georgina Daniels, FCPA, FCA, Director, Corporate Services Division
SIGNATURE	
SUBMITTED BY:	William (Bill) Bradica, Chief Administrative Officer

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2024-1413

March 25, 2024

Mr. Ken Ranta
Director of Integrated Social Services
Thunder Bay DSSAB
231 May Street South
Thunder Bay, ON P7E 1B5

Dear Mr. Ranta:

Late last week, I received a letter from federal Minister Sean Fraser regarding Ontario's National Housing Strategy (NHS) Action Plan. The Minister has indicated that the federal government is cutting \$355 million in funding that goes to support the most vulnerable in our province.

The federal government has disagreed with the 11,529 community housing units that Ontario proposed to count towards the overall provincial target of building 19,660 new rent-assisted units as part of its NHS Action Plan. In doing so, they are refusing to recognize the important contributions made by Ontario's service managers to grow the provincial community housing stock while balancing other critical housing priorities, including the significant repair backlog.

As a result, the federal government is forcing the province to revisit the way we fund service managers in order for them to demonstrate greater progress against meeting our target. This directly impacts our ability to provide service managers with the autonomy and flexibility they need to address local housing priorities.

We believe this is unacceptable as we know that the flexibility provided to our service managers to spend money on local priorities leads to better outcomes for Ontarians.

Additionally, the federal position on NHS funding does not reflect some major factors that should be taken into account – factors that Ontario has repeatedly brought to the attention of the federal government. Since the NHS targets and outcomes were agreed to in April 2018, the economic landscape has shifted dramatically with the rising costs of building materials, supply chain disruptions, gaps in the labour market, and most of all, higher interest rates.

... /2

-2-

The federal position also does not consider the importance of ensuring that the current social housing stock is there for the many households that need it most through our focus on repairing and renovating units. While it is important to grow the stock, it is equally, if not more crucial, to ensure it does not shrink due to units that cannot continue to be offered because of deferred repairs and renovations.

Ontario's stock is the oldest in the country and in the greatest need for additional investment in repairs and renovations. A January 2024 report from the Housing Services Corporation reviewed 86,000 of Ontario's social housing units and found that more than 25,800, or 30% of these units, are at risk of being in critical condition by 2035 based on the Facilities Condition Index. By focusing on the repair backlog, Ontario has successfully staved off the risk to both affordability and availability of units for tens of thousands of families and overachieved on the NHS repairs target. In fact, we have effectively exceeded the overall nine-year repairs target by 170% to date.

Given the age of Ontario's stock, we question the federal government's singular focus on achieving a new supply target while adhering to a low repairs target, both of which were set more than 5 years ago. This approach would amount to gross negligence on our part as the stock would be at risk of deteriorating to a point where, over time, more units could be lost unnecessarily compared to how many are to be created by way of the 15% expansion target. Our approach, on the other hand, continues to support the financial and physical viability of the social housing stock over time, while also respecting the independence and autonomy of our service managers.

I have written back to Minister Fraser and have asked that he consider a revised NHS Action Plan that identifies solutions to address these concerns while not cutting crucial funding that you as service managers depend on.

To date, I have not received a response, as such I am writing to you today to inform you that there may be a significant impact in funding starting on April 1st.

We hope that the federal government will reconsider the approach they have chosen and come to the table as partners so that we can get to a resolution that will not put the most vulnerable Ontarians at risk.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Paul Calandra', with a stylized flourish at the end.

Hon. Paul Calandra
Minister of Municipal Affairs and Housing

- c. Michael Klimuntowski, Chief of Staff, Ministry of Municipal Affairs and Housing
- Martha Greenberg, Deputy Minister of Municipal Affairs and Housing
- Angela Cooke, Assistant Deputy Minister, Ministry of Municipal Affairs and Housing



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

Our File No.: SSB-10

The Honourable Patty Hajdu, P.C., M.P.
Thunder Bay Superior North
705 Red River Road, Suite 3
Thunder Bay, Ontario P7B 1J3

The Honourable Marcus Powlowski, M.P.
Thunder Bay Rainy River
905 E Victoria Avenue, Unit 1
Thunder Bay, Ontario P7C 1B3

March 28, 2024

Dear M.P. Hajdu and M.P. Powlowski:

Re: National Housing Strategy – Elimination of Funding to Ontario

The District of Thunder Bay Social Services Administration Board (TBDSSAB) is gravely concerned with the position taken by Minister Sean Fraser regarding funding to Ontario under the National Housing Strategy.

Our Board of Directors strongly urges you to call upon your colleague to reverse this decision.

TBDSSAB relies heavily on National Housing Strategy funding to both preserve the existing social housing stock and create new supply. For the 2024/25 fiscal year, TBDSSAB's anticipated allocation under the Canada Ontario Community Housing Initiative (COCHI) is \$3.4 million.

The COCHI funding has been used in place of expired Federal Block funding to keep legacy units affordable. The loss of TBDSSAB's COCHI allocation would mean that operating funding would end for housing units that were built under the legacy federal Urban Native Housing Program. Eventually, more than 270 UNH units currently funded by TBDSSAB will be at risk if COCHI funding is not continued, leading to more people becoming homeless.

In addition, capital work to retain legacy social housing projects in our portfolio will not be possible and the Board will need to consider selling off the legacy housing stock if the annual COCHI allocation is lost. This year alone, between TBDSSAB-owned legacy housing and non-profit housing providers, a combined total of 442 units will be impacted by a loss of COCHI funding to make capital repairs.

231 May Street South, Thunder Bay, ON P7E 1B5
TF: 1.877.281.2958 | T: 807.766.2103 | F: 807.345.6146 | www.tbdssab.ca



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

If the Ontario Priorities Housing Initiative (OPHI) is also impacted by Minister Fraser's decision, TBDSSAB would lose a further \$800,000 in funding. Through OPHI and the predecessor Investment in Affordable Housing (IAH) program, TBDSSAB has funded a number of projects that expanded the affordable housing capacity in our District, including new builds in Thunder Bay, Oliver Paipoonge and Nipigon. In addition, that program has been used to fund major repairs to homes owned by low-income seniors and families throughout our District. Without this funding, many of those people would likely have lost their home.

What we were receiving under COCHI and OPHI was already inadequate to maintain our housing system. We have 1300 people on our housing wait list, and need funding to build over 400 new spaces and to fund 900 portable housing benefits. The decision to cut COCHI and OPHI funding will have devastating impacts on people in need of affordable housing.

We urge Minister Fraser to work with the Ontario government to develop an NHS Action Plan that works for all parties without penalizing Ontario's most vulnerable.

TBDSSAB stands ready to work in partnership with Canada and Ontario to continue to do just that.

Should your respective offices have any questions or require further clarification regarding our request, please direct them to William (Bill) Bradica, Chief Administrative Officer, william.bradica@tbdssab.ca

Sincerely,

Brian Hamilton
Board Chair

BH/wdb

Copy to:

- TBDSSAB Board Members
- William (Bill) Bradica, Chief Administrative Officer – TBDSSAB
- Kevin Holland, MPP – Thunder Bay Atikokan
- Lise Vaugeois, MPP – Thunder Bay Superior North



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

- Mayor James McPherson, Municipality of Greenstone
- Mayor Mark Thibert, Municipality of Neebing
- Mayor Rick Dumas, Town of Marathon
- Mayor Sheila Maxwell, Township of Conmee
- Reeve Robert (Bob) Beatty, Township of Dorion
- Reeve Wendy Wright, Township of Gillies
- Mayor Jim Moffat, Township of Manitouwadge
- Mayor Suzanne Kukko, Township of Nipigon
- Mayor Jim Vezina, Township of O'Connor
- Mayor Lucy Kloosterhuis, Municipality of Oliver Paipooonge
- Mayor Darquise Robinson, Township of Red Rock
- Mayor Kevin Mullins, Township of Schreiber
- Mayor Wendy Landry, Municipality of Shuniah
- Mayor Paul Malashewski, Township of Terrace Bay
- Mayor Ken Boshcoff, City of Thunder Bay
- Northern Ontario Service Deliverers Association
- Ontario Municipal Social Services Association
- Northwestern Ontario Municipal Association
- Association of Municipalities of Ontario
- Thunder Bay District Municipal League



BOARD REPORT

REPORT No.: 2024-18

MEETING DATE: APRIL 18, 2024

SUBJECT: HOMELESSNESS PREVENTION PROGRAM – INVESTMENT PLAN 2024-25

RECOMMENDATION

THAT with respect to Report No. 2024-18 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Homelessness Prevention Program Investment Plan for 2024-25 as presented and authorize the Chief Administrative Officer to submit the plan to the Ministry of Municipal Affairs and Housing;

AND THAT the Board authorizes 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.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information regarding the Ministry of Municipal Affairs and Housing (MMAH) Homelessness Prevention Program (HPP) and to present the 2024-25 Investment Plan for approval.

BACKGROUND

The HPP aims to address chronic homelessness across the province and provide greater flexibility to support a wide range of homelessness prevention and supportive housing activities. The funding will provide housing assistance and support services to vulnerable populations and support households to remain stably housed over time. There is also flexibility to fund capital projects and provide longer-term rental assistance as appropriate.

COMMENTS

The proposed 2024-25 Investment Plan established for the HPP provides a focus on continuing the ongoing provision of supports and services to address homelessness

needs that have been identified in each community and have become more prevalent in recent years. The Investment Plan also includes a significant investment in capital projects to expand the transitional and supportive housing options for the District of Thunder Bay.

Outlined in the guidelines for the HPP are a set of performance indicators that have been developed to monitor and track progress on the achievement of program outcomes, including the ultimate goal of measuring a reduction in homelessness and chronic homelessness. For each performance indicator identified, data elements will be tracked and analyzed by Administration and reported to MMAH annually in the Service Manager year-end report. Defined performance measures are in place and form part of the annual funding agreements with service and delivery partners.

The proposed Investment Plan identifies the recommendations for service category expenditures under the HPP based on the review and analysis by Administration in considering existing needs, pressures, programs, and new initiatives. Following is a comparison of the HPP Investment Plan for 2024-25 compared to 2023-24 by service category:

Service Category	2024-25	2023-24
Operating		
Community Outreach and Support Services	\$2,723,567	\$2,883,275
Emergency Shelter Solutions	\$1,927,653	\$1,603,030
Housing Assistance	\$1,583,300	\$1,831,400
Supportive Housing	\$1,112,400	\$586,400
Total Operating	\$7,346,920	\$6,904,105
Capital		
Supportive Housing	\$8,374,630	\$8,857,445
Total Capital	\$8,374,630	\$8,857,445
Administration		
Administration Fees	\$827,450	\$787,450
Grand Total	\$16,549,000	\$16,549,000

To prepare for potential funding opportunities for capital projects, TBDSSAB engaged in an Expression of Interest (EOI) process in both 2022 and 2023 to seek potential projects for future consideration. A number of submissions were received, with varying viability and eligibility considerations. Administration reviews all submissions to determine the readiness of the project, total cost and cost per unit, potential proponent contribution, financial proforma completeness and the overall ability of the proposed project to address affordable housing needs throughout the district.

Though not all proposed projects meet the criteria for funding under the HPP, Administration is working with proponents to identify capital investments for the 2024-25 funding year. Details of these projects will be presented to the Board for consideration and approval in a future Closed Session report.

STRATEGIC PLAN IMPACT

This program supports the TBDSSAB Strategic Plan practical vision of providing safe, affordable, agency-supported housing that everyone deserves.

FINANCIAL IMPLICATIONS

The HPP is a 100% provincially funded program. TBDSSAB has been notified that it will receive \$16,549,000 upon approval of the HPP Investment Plan for the April 1, 2024 – March 31, 2025 funding year.

TBDSSAB is eligible to use up to 5% of the approved funding allocation for administration costs. The allowable administration costs for the Ministry fiscal 2024-25 is \$827,450.



CONCLUSION

It is concluded that this report provides the Board with information relative to the Homelessness Prevention Program and the proposed Investment Plan allocations for 2024-25.

It is recommended that the Board authorize the CAO to submit the final HPP Investment Plan to MMAH once the template is available, and to execute all other required agreements related to the program and make all necessary submissions to meet program guidelines and timeframes.

REFERENCE MATERIALS

Attachment #1 [Letter from the Honourable Steve Clark, MMAH, dated March 24, 2023](#)

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

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



March 24, 2023

Ken Boshcoff
Board Chair
Thunder Bay DSSAB
231 May Street South
Thunder Bay, ON P7E 1B5

Dear Ken Boshcoff:

**Re: Funding Allocation Updates for the Homelessness Prevention Program –
2023-24 to 2025-26**

I am pleased and excited to be writing to you today with important details regarding your funding allocations for the Homelessness Prevention Program (HPP) for the next three years. I hope that the multi-year planning allocations will help you plan services and delivery approaches over the longer-term.

Please note that we are providing these details for planning purposes at this point and **the Ministry requires that all information set out in this letter regarding the Homelessness Prevention Program be held confidential until publicly announced by the province in the coming weeks.** The province will have sole responsibility for the initial public communication regarding the HPP funding described in this letter.

Our government is investing an additional **\$202 million** annually under the HPP and Indigenous Supportive Housing Program (ISHP) beginning in 2023-24. This ongoing investment in supportive housing and homelessness prevention services will help vulnerable Ontarians and demonstrates our commitment to serving the needs of diverse communities across Ontario. With this significant commitment, my ministry will be investing a total of over \$695 million per year to provide housing services to those most in need.

This new funding builds on the government's investment of nearly \$4.4 billion over the past three years to grow and enhance community and supportive housing, respond to COVID-19 and help address the needs of vulnerable people. We expect that this additional funding will help get shovels in the ground on new supportive housing, which is widely considered a key element in preventing and addressing homelessness. This

funding will also help you address increasing pressures in the emergency shelter sector including the complex needs of those experiencing homelessness and shelter capacity issues.

Meanwhile, we continue to advocate with the federal government to receive our fair share of federal homelessness funding. Currently, Ontario is underfunded by about \$90 million for homelessness over the term of the National Housing Strategy compared to its share of households in core housing need nationally, which is the highest in the country.

HPP Funding Allocations – Thunder Bay DSSAB

Program Fiscal Year	Allocation Amounts
2022-23 (for reference)	\$5,567,400
2023-24 (confirmed)	\$16,549,000*
2024-25 (planned)	\$16,549,000
2025-26 (planned)	\$16,549,000

Note: *The funding allocation amount for 2023-24 replaces the previous HPP allocation communicated through the Minister’s letter dated February 3, 2023.

These allocations are based on a new funding allocation model that responds to the recommendations from the Office of the Auditor General of Ontario (OAGO) Value For Money Audit of Homelessness (2021) and feedback from consultations with Service Managers (SMs) and sector partners.

The allocation model has been refreshed to use indicators that better reflect the current need for homelessness services and supportive housing in each community compared to the previous model. The outdated historical spending indicator has been replaced with measures of homelessness and supportive housing and all indicators have been updated to use the latest available data.

As you are aware, SMs have the flexibility to choose how to best use the provincial funding for programs and services that address and prevent homelessness in your communities including rent supplements, homeless shelters and supportive housing.

To receive your HPP funding, you are required to complete and submit an Investment Plan (IP) to demonstrate how your funding allocation would be used to achieve the objectives of the program and to project program outcomes. You can access the IP template and upload the completed IP in TPON. Further instructions on this will be provided by the Ministry’s Housing Service Desk.

Please submit your IP in TPON by May 1, 2023. The Ministry has extended this timeline from the April 15 deadline found in the HPP Program Guidelines to allow for sufficient time to plan program related activities for 2023-24.

The HPP requires all SMs to maintain a By-Name List that meets provincial standards. By-Name Lists help SMs understand the needs of people experiencing homelessness in their communities, track changes in service needs over time, and prioritize and coordinate housing services and supports. **The By-Name List 2022 requirements under the HPP which were announced in April 2022 and are to be implemented by April 1, 2023**, build on earlier requirements, and support the goals of addressing and reducing homelessness. These new requirements include a more extensive set of data points and broader coverage and comprehensiveness that will help SMs connect more people to the services and supports they need.

To help support risk management, preparedness, and service capacity planning by the Ministry, **beginning in fiscal 2023-24, SMs will be required to update/verify, on a semi-annual basis, facility-level information about emergency shelters and congregate living supportive housing facilities, which are either wholly or in-part funded by MMAH.**

This information request is based on information previously collected from SMs as part of the COVID-19 risk management survey reporting and includes information such as facility name, address, and capacity. SMs must review and verify the facility-level information twice in each fiscal year, in July and January, to help account for seasonal changes in capacity and to align with regular Q1 and Q3 reporting deadlines (July 15th and January 15th) under HPP. Prior to the first reporting deadline, the ministry will share with each SM an Excel file containing pre-populated information and further instructions. Once reviewed and updated by SMs, the Excel file can be submitted to the ministry as an attachment using the Transfer Payment Ontario (TPON) system.

As always, we sincerely appreciate your efforts to assist vulnerable people in your communities and I look forward to continuing our work together as we move forward with delivery of this important program.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark". The signature is written in a cursive, flowing style.

The Honourable Steve Clark
Minister of Municipal Affairs and Housing

c. William Bradica, Chief Administrative Officer
Jessica Vail, Team Lead, Municipal Services Office



Memorandum

Date: April 4, 2024
To: Members of the Board
From: Bill Bradica, Chief Administrative Officer
Subject: **2023 Annual Report**

Administration has prepared the 2023 Annual Report for the Board's review and will submit the following Resolution to the Board at the April 18, 2024 Board Meeting for the Board's consideration.

"THAT with respect the memorandum dated April 4, 2024 from William Bradica, Chief Administrative Officer, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB), approve the 2023 Annual Report, as presented;

AND THAT the 2023 Annual Report be posted to the TBDSSAB website, and a notification sent to partners and stakeholders."

Sincerely,

William (Bill) Bradica
Chief Administrative Officer

WDB/cl

Attachment #1 [TBDSSAB 2023 Annual Report](#)

2023

ANNUAL REPORT

Dignity, Respect
& Quality of Life



Message from the Chair

On behalf of The District of Thunder Bay Social Services Administration Board, I am delighted to present the 2023 Annual Report.

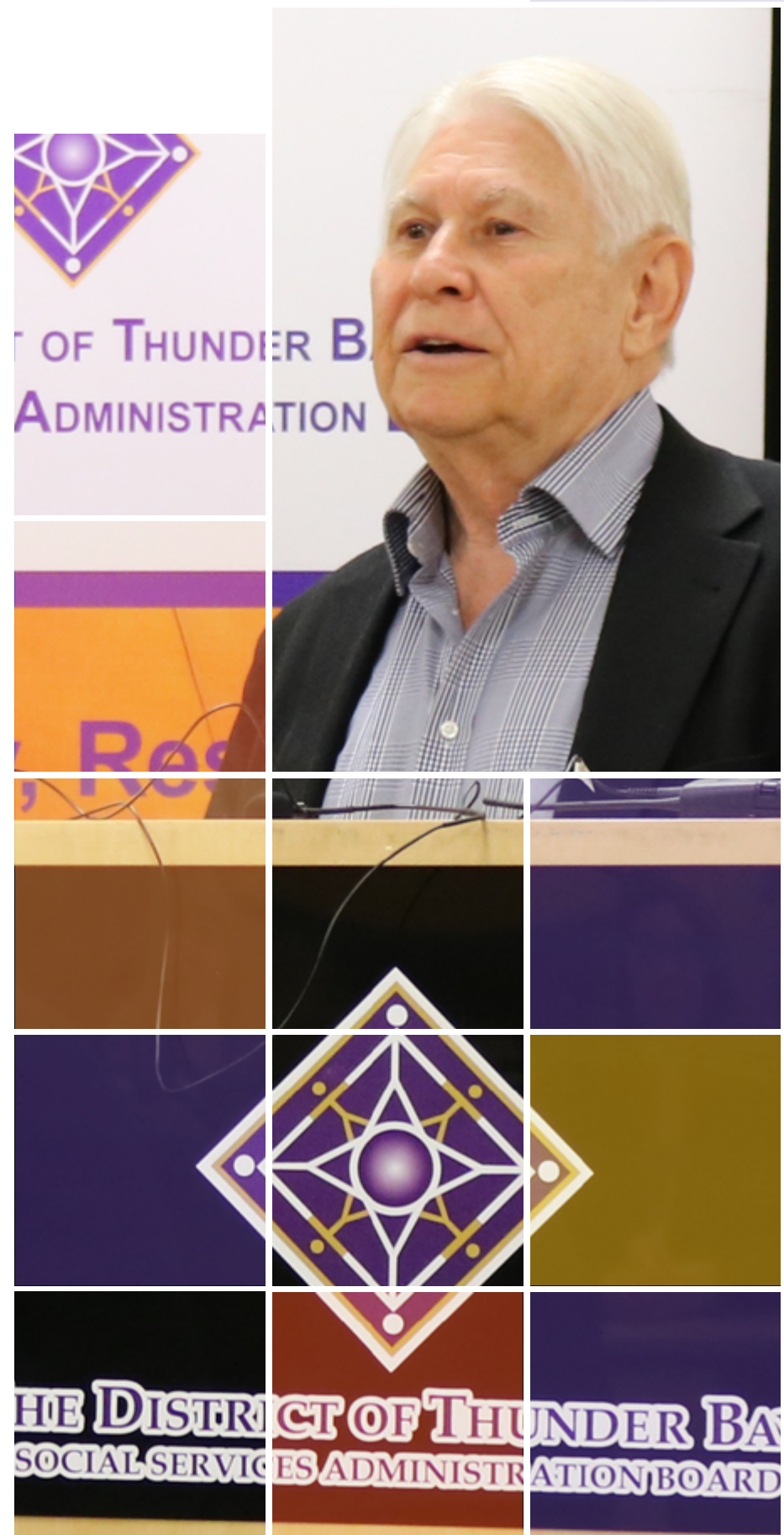
This annual report stands as a testament to the combined achievements of our Board and Administration, showcasing the impactful outcomes of our knowledge-driven efforts and unwavering advocacy for the people we serve.

- Acknowledging years of clear Board advocacy and results-driven work by Administration, TBDSSAB's Homelessness Prevention Programs funding nearly tripled in 2023.
- The TBDSSAB team was recognized with an Ontario Municipal Social Services Association Local Municipal Champion award for community resource centers and technology hubs in housing properties, exemplifying community collaboration and streamlined service integration.

My time as Chair has been an immensely enjoyable and educational experience. I extend my gratitude to my fellow Board members, our dedicated team, valued partners, and supportive community for their integral role in making 2023 a success.

Together, we continue to shape a brighter future. Thank you for your trust and collaboration.

Ken Boshcoff
Chair, 2023



Message from the CAO

Reflecting on 2023, I'm proud to see the accomplishments of the TBDSSAB team summarized in this year's Annual Report.

My thanks go to the team for your diligence, resilience, and willingness to show up for the people we serve. The year brought us new challenges, opportunities, and different perspectives that we have navigated together.

- In Housing and Homelessness programs, we used the significant increase in Homelessness Prevention Program funding toward expanding outreach and shelter services, collaborating with community partners, and adding new transitional housing spaces.
- The Social Assistance Programs team has demonstrated their resilience in navigating the ongoing province-wide modernization process, a journey that will continue into the year ahead.
- Child Care and Early Years programs continued to steer operators through the shortage of educators and the resulting impact on access to child care spaces in our system. New partnerships and a service system plan was approved in 2023 that will set our child care system up for long term success.
- Recognizing the shortage of Early Childhood Educators in our District, we announced the Fast Track ECE program with Confederation College in June.
- Our Intake and Eligibility team saw an increase to outreach activities throughout the district, including the expansion of our Transitional Outreach and Support Workers team to better support municipalities outside the city of Thunder Bay.
- And last but not least, my thanks goes to the Corporate Services, CAO Office, and Human Resources teams for supporting the organization, our programs, and our Board and keeping us operational through thick and thin.

TBDSSAB concluded our 2020-2023 strategic plan with a 93% completion rate by year-end. Thank you to my team and the Board for your role in achieving the majority of our goals amidst significant systems-level change and the challenges posed by a global pandemic. Our organization will continue to build on the accomplishments from previous years with the 2024-2027 Strategic Plan.

Looking ahead to all that is in store for us in 2024 and beyond, TBDSSAB remains dedicated to working collaboratively with stakeholders to address community needs. Thank you all for your ongoing support.

Bill Bradica
Chief Administrative Officer

Contents:

About Us	3
Our Board	5
Our Programs	7
Our Footprint	13
Financial Position	14

About Us

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

Mission

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

Vision

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

Values

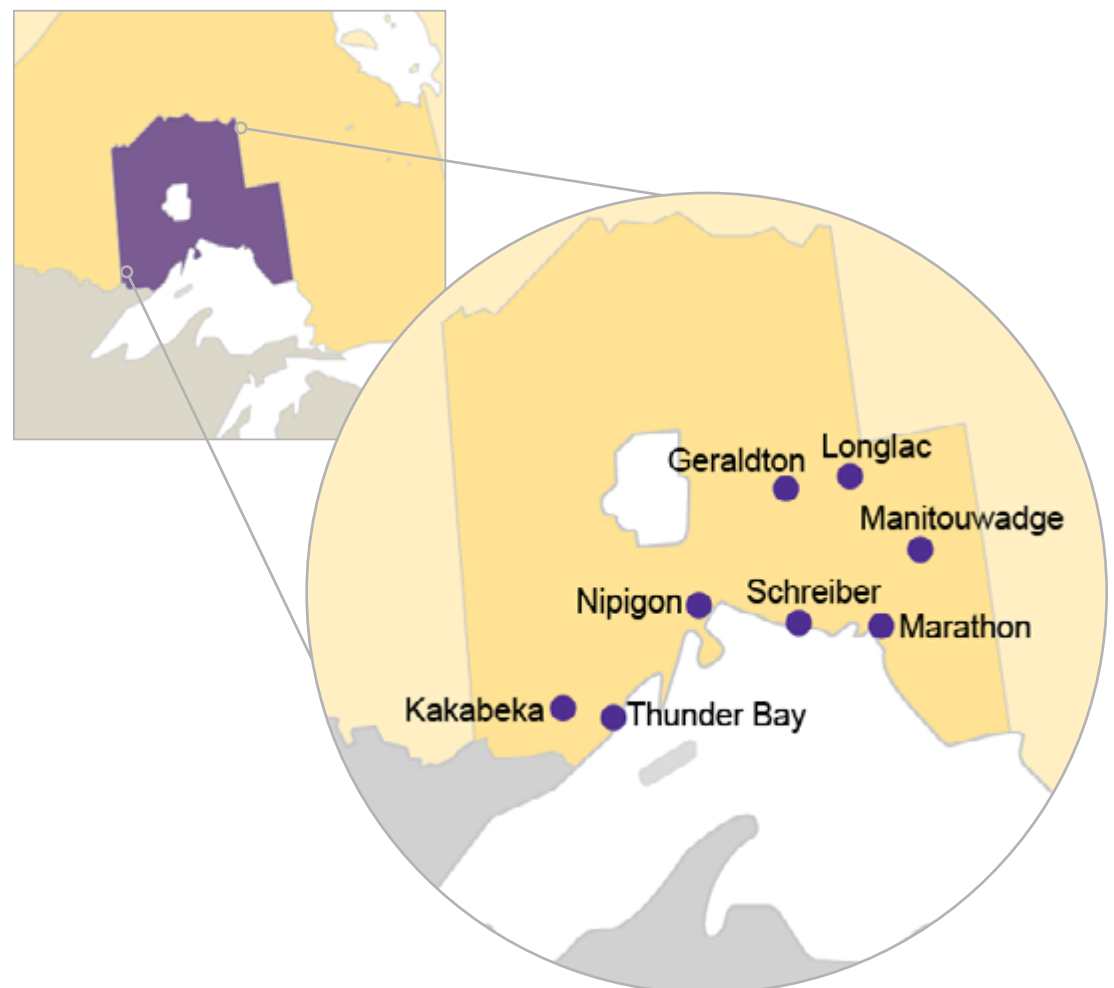
At TBDSSAB, we:

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

Service Area

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

There are eight TBDSSAB offices across the District.



Our People

TBDSSAB employs 170 people within our Corporate Services, Integrated Social Services, and CAO Office divisions.

Our interdisciplinary team includes staff experienced in: social assistance, child care and early years, property management, maintenance, community housing, infrastructure, research, communications, information services, finance, human resources, and administration.

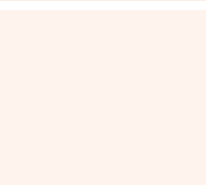
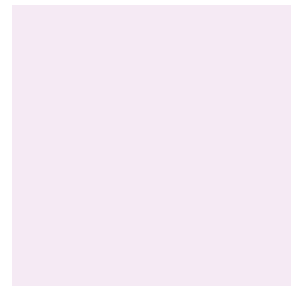
Employee Giving

Our team is dedicated to supporting our communities in the work we do every day as well as the initiatives we support through employee giving campaigns. In 2023, TBDSSAB staff donated \$11,790 to the United Way through various internal fundraisers.

Staff Training

TBDSSAB staff complete mandatory training on an annual basis, with additional training topics offered each year. In 2023, some special training topics offered to all staff included:

- Wake the Giant Inclusivity Training
- Mental Health First Aid
- Opioid Poisoning Response Training
- Change Management Through a Personality Dimension Lens
- Stigma Ends With Me: Substance Use Health Training



170

TBDSSAB Staff



29

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

Our Board



Past and present Board members celebrating 2022 Board retirements.

Following the 2022 municipal election, TBDSSAB welcomed 11 new Board members in 2023. This is the highest turnover since the TBDSSAB's inception in 1999.



Ken Boshcoff
Chair, 2023
City of Thunder Bay



Meghan Chomut
Vice Chair, 2023
Township of Shuniah



Albert Aiello
City of Thunder Bay



Anne-Marie Bourgeault
Township of Schreiber



Kasey Etreni
City of Thunder Bay



Nancy Gladun
Township of Red Rock



Greg Johnsen
City of Thunder Bay



Brian Hamilton
City of Thunder Bay



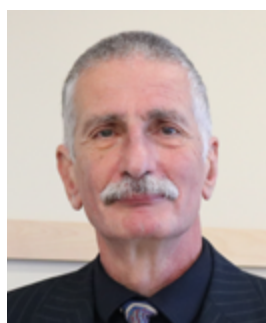
Kathleen Lynch
Territories Without Municipal Organization



Elaine Mannisto
Municipality of Greenstone



Jim Moffat
Township of Manitouwadge



Dominic Pasqualino
City of Thunder Bay



Mark Thibert
Municipality of Neebing



Jim Vezina
Township of O'Connor



Board Advocacy

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

In 2023, six position papers were formally presented at delegation meetings with government officials at the Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO) conferences. In addition, joint papers and letters of endorsement were produced to advocate for administrative or budgetary changes to address unmet local needs.

2023 Highlights:

Housing & Homelessness Program Funding Increase

In April 2023, the province announced a significant increase to Homelessness Prevention Program (HPP) funding, increasing the total allocation to \$16.5 million. During the media announcement, MPP Kevin Holland acknowledged the advocacy done by the TBDSSAB Board of Directors as a contributing factor for the funding increase.

Mental Health & Addictions Supports & Partnerships

The need for supports from health-funded agencies for mental health and addictions has been an ongoing topic for TBDSSAB

advocacy, including policy advocacy to increase access to substance use health supports at ROMA 2023.

Reconciliation & Inclusion

In 2023, TBDSSAB presented the Board with a proposed Implementation Plan based on the recommendations in the 2022 Situation Analysis report via Blue Sky. This led to the formation of an ad hoc Board Committee and the approval of most of the items in the implementation plan in the fall.

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



Members of the Board at the AMO 2023 conference with Associate Minister Nina Tangri and MPP Kevin Holland.

Strategic Plan

TBDSSAB's 2020-2023 Strategic Plan concluded on December 31, 2023. The Plan includes 9 Strategies and 47 total Objectives under 3 Strategic Directions for 2020-2023.

Administration's goal was to complete 90% of the objectives from the 2020-23 Plan by December 31, 2023. The overall progress on the Plan is 93%.

The Board extends its gratitude and respect to Administration for the impressive progress made toward strategic goals while navigating the challenges of the COVID-19 pandemic and delivery of related relief services.

Our Programs

Intake & Eligibility

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

Robin's Story

The Transitional Outreach and Support Workers (TOSW) team first met Robin (name changed) during a visit to an emergency shelter in 2023. After settling into an apartment, the TOSW team followed up with Robin.

Q: How has it been living in your new apartment?

A: I've been here 6 weeks and it's been outstanding, very quiet. All the doorways and entrance points are ok for my walker, they are nice and wide. My Neighbour's are friendly and suspicious of strangers which is good, kind of like a family watch.

Q: Do you feel there has been an impact of living here vs living at a shelter?

A: Oh, [the difference] is like night and day... [At the shelter] personalities would clash

sometimes; even visitors to our room would be condescending or not pleasant. I had individuals confront me. All in all, I think everybody there wants to get help and I found the staff very helpful, and that includes [TOSWs and OW worker]. Here, its nice and quiet its mostly more elderly folks which is fine, they all seem to be super friendly. It's a very nice building.

Q: Can you tell us a bit about your experience leading up to this point?

A: I was discharged after 9 months at [hospital] and then I came into the shelter environment; you know that transition took a bit of adjusting, maybe a week, but once I got the lay of the land and you know...[I] got to meet some quality people. Every Tuesday [TOSWs] were there to handle pretty much all the paperwork [for housing].



Staff from TBDSSAB's Transitional Outreach and Support Workers team.



3370

calls received by Intake each month (on average)



44,972

visitors to TBDSSAB HQ office intake area in 2023



66

people experiencing homelessness housed on TOSW caseload in 2023

Child Care & Early Years Programs

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

Early Years Campaign

In January 2023, TBDSSAB partnered with Ontario’s Child Care and Early Years system managers to launch a province-wide marketing campaign to generate an increased understanding of, and support for, Ontario’s licensed child care sector.

[Click here to view the campaign page.](#)

Professional Learning

A full day training session was held with 340 educators from across the district. Topics included: Indigenous Perspectives in Early Childhood Education, Inclusive Practices in Early Childhood Education Settings, Leadership Well-Being, and Nature-Based Learning.

Workforce Development

In 2023, TBDSSAB announced funding for the **Early Childhood Education (ECE) Fast-Track program** in partnership with Confederation College, which allows staff currently working in child care to graduate in 15 months. TBDSSAB also provided \$204,000 in bursaries for Confederation College ECE students.

Child Care Worker & Early Childhood Educator Appreciation Day 2023

In honour of CCW & ECE Appreciation Day on October 17, 2023, TBDSSAB provided bilingual Hero-themed sweaters to educators across the District of Thunder Bay. Free downloads were also available on our website for families to thank the educators in their lives. Educators are truly heroes to children and families, and our economy could not function without the essential work they perform.

Service Plan

In 2023, the Board approved a five-year Child Care and Early Years Service Plan. This plan provides a vision which ensures families have access to services that are: Accessible, Affordable, Accountable, High Quality, and Inclusive. These priorities are responsive to community needs and align with Ontario’s vision for the child care and early years sector.



TBDSSAB staff celebrating Child Care Worker & Early Childhood Educator Appreciation Day 2023.



3,196

children served in child care programs in 2023



436

children receiving fee subsidies in 2023



2,726

children served in EarlyON programs in 2023



2,109

EarlyON child visits in 2023

Housing & Homelessness Prevention Programs

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

Community Gardens

The Housing Operations team delivered 48 flats of flowers to our properties this 2023 season. The tenant communities then work to plant and maintain the gardens throughout the summer and into the fall. Initiatives such as this help support a sense of community and bring pride to the areas we serve.

Thanks to all the tenants and staff that helped this season with the flowers, community gardens and fall harvest that support our community kitchens.

Geraldton Bench Donation

On June 5th, 2023 the Geraldton Composite High School's all female shop class donated Fisher and Neil Court seniors complexes in

Geraldton this lovely outdoor bench (pictured, above). Students and teachers who made the bench attended the building for a party, to install the bench and give the tenants the ability to thank them.

Thank you to Geraldton Composite High School students and staff for thinking of our tenants! TBDSSAB staff and tenants were thrilled to receive this generous donation.

Wardrope Court Anniversary

TBDSSAB celebrated the 50th anniversary of Wardrope Court in October 2023. To mark the occasion, staff, Board Chair and tenants gathered for a celebration that included an opening song and smudging, lunch, bannock, cupcakes, prizes, and bingo.



256

new tenants housed in 2023



2,473

direct-owned housing units



7,170

maintenance calls received and dispatched



7,925

tenant visits by Tenant Support Workers



- Pictures, left to right:
1. Bench made and donated by Geraldton high school students.
 2. Ribbon cutting ceremony at Elizabeth Fry transitional housing announcement.
 3. Groundbreaking ceremony at Northern Linkage transitional housing announcement.
 4. Northern Linkage project under construction.

New Housing Units

In 2023, TBDSSAB announced funding partnerships with community partners to increase housing availability across our service system.

- **Elizabeth Fry** received \$219,500 via Social Services Relief Funding to create 7 new transitional housing spaces for women and gender-diverse people.

[Click here](#) for the full Elizabeth Fry project announcement.

- **Northern Linkage** received \$1,652,000 in Canada-Ontario Community Housing Initiative (COCHI) funding to create 14 affordable housing units, including 7 fully accessible units.

[Click here](#) for the full Northern Linkage announcement.

HPP Funding Increase

The Homelessness Prevention Program (HPP) is a provincially funded program that aims to prevent, reduce, and address homelessness.

In 2023, TBDSSAB's HPP allocation was increased to \$16.5M, nearly triple the 2022 allocation. TBDSSAB has allocated \$9M of this amount under capital funding for the creation of 50 transitional housing spaces throughout the district. These projects will be announced in 2024. Additionally, TBDSSAB funded seven organizations a combined total of \$2M toward homelessness outreach initiatives.

[Click here](#) to read the HPP Investment Plan media release.



58

people housed off High Needs Homeless waitlist in 2023



\$1.8M

in capital funding announced in 2023, resulting in 21 new community housing spaces



31,584

stays at emergency shelters in 2023 (includes Salvation Army, Shelter House, Urban Abbey)



Social Assistance Programs

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

ID Clinics

Building on the success of TBDSSAB partnership with Kinna awaya Legal Clinic, caseworkers were trained, and a process was set up so that we can assist our participants to apply for birth verification. Due to the complexity and method of required payment, clients who are unable to apply on their own can work with their caseworker in obtaining both Ontario and other provinces birth verification.

Employment Supports

The Going to Work pilot project assisted 40 recipients (22% of those sent to employers) in gaining employment through partnerships with 29 District employers.

The program saw just under \$19,000 paid to employers as incentive. Thank you to all employers who partnered in this pilot.



2,618

average monthly caseload



208

clients employed and had an average earnings of \$734 each



824

exits to employment, equivalent to 32% of caseload for the whole year



294

ODSP grants issued with assistance from caseworkers



OMSSA Local Municipal Champion Award

TBDSSAB was awarded a Local Municipal Champion Award from the Ontario Municipal Social Services Association (OMSSA) at the OMSSA Exchange Conference held in Ottawa on May 8-10, 2023.

TBDSSAB received this award in recognition of three community resource centres and five technology hubs established in five neighbourhoods. These were recognized as an example of community collaboration and streamlined integration of services. Over the past five years, TBDSSAB has worked to create community resource centres for tenant and clients, creating centralized access for neighbourhood enhancement. The resource centre is a dedicated unit within the neighbourhood that provides a variety of services and supports to the households in the area. On a scheduled basis, staff from the Integrated Social Services team—including Social Assistance, Housing, and Child Care—attend at the resource centres and meet with clients/tenants with the goal of delivering integrated supports to tenants close to home.

Additional services include life skills sessions, community kitchens, community gardens, access to computers, printers and the internet, and provision of space for community partner organizations to offer services. Other services offered through community partners include medical access via a nurse practitioner, local health unit support, healthy kids sites, harm reduction supplies and support referrals for mental health and addictions programming, cultural programming opportunities and employment supports.



Pictures, from top:

1. TBDSSAB staff involved with the resource centres pose with the award in Thunder Bay.
2. Bill Bradica, CAO, and Jennifer Lible, Manager Social Assistance Programs, at the OMSSA Award ceremony.

Our Footprint

The priority for green, environmentally sustainable practices is to reduce TBDSSAB's environmental footprint, with a secondary impact of reducing the operating costs in our housing portfolio. In 2023, TBDSSAB completed various projects to enhance the environmental stewardship lens of its housing portfolio through capital projects.

2023 Highlights:

Elizabeth Court

A full roof replacement was completed at Elizabeth Court. Removing the end of life roofing materials and replacing with new insulation and Ethylene Propylene Diene Terpolymer (EPDM) roof membrane was completed to reduce heat loss and create a watertight building envelope. The Make-up Air unit was also replaced to a new more energy efficient unit.

Glenwood Court

All unit windows, which were original to the building, were replaced at Glenwood Court. The new windows will achieve greater energy efficiency and comfort for the tenants.

Manion Court

At Manion Court, outside garden boxes were added to support tenants' working with the earth and protecting the environment while supporting food security efforts.

[Click here to view past reports related to Environmental Stewardship.](#)



New windows at Glenwood Court increase energy efficiency and comfort for tenants.



\$1.49 M

spent on capital projects related to Housing Portfolio Energy Management, financed from the Housing Portfolio Capital Reserve Fund, as well as opportunities through 100% funded capital programs.



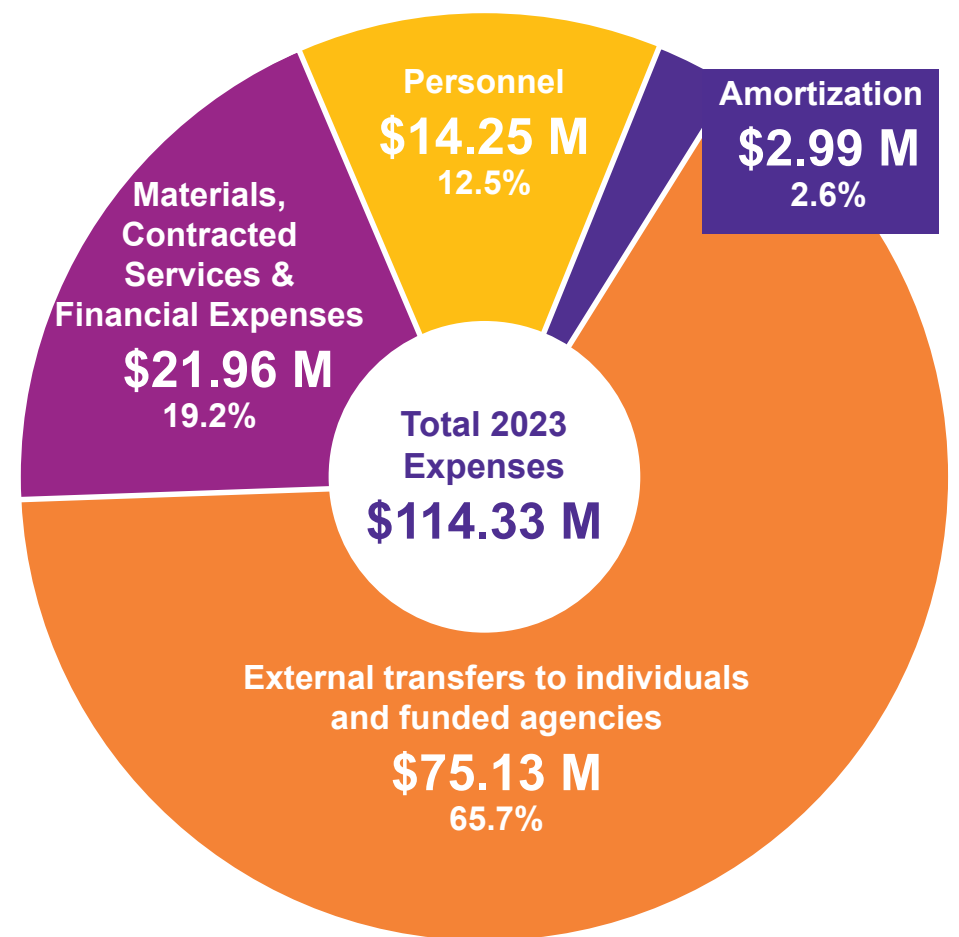
\$75,634

reduction in utility costs across housing portfolio in 2023 compared to 2022. Utility costs remain one of the largest operating expenses TBDSSAB incurs within its housing portfolio. Natural gas and electricity amounted to \$2,397,200 in 2023 (2022: \$2,472,834), which accounts for approximately 13% of the operating costs of the housing portfolio.

Financial Position

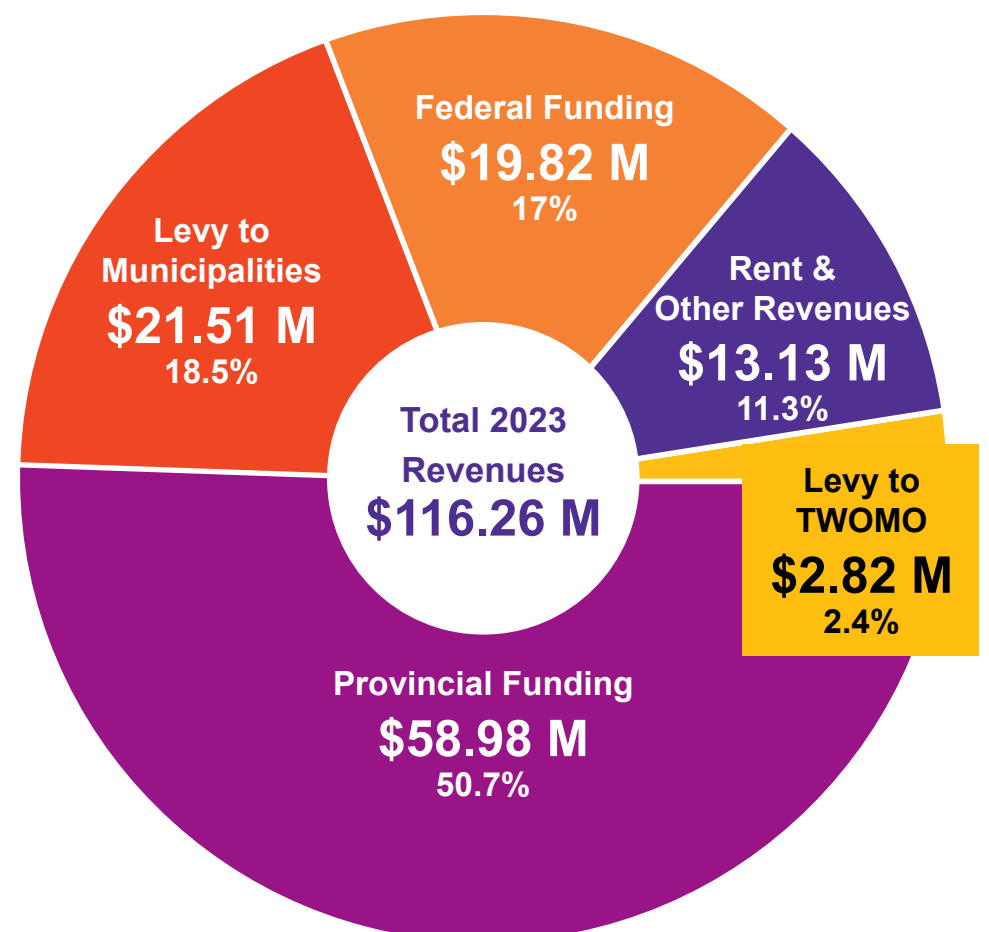
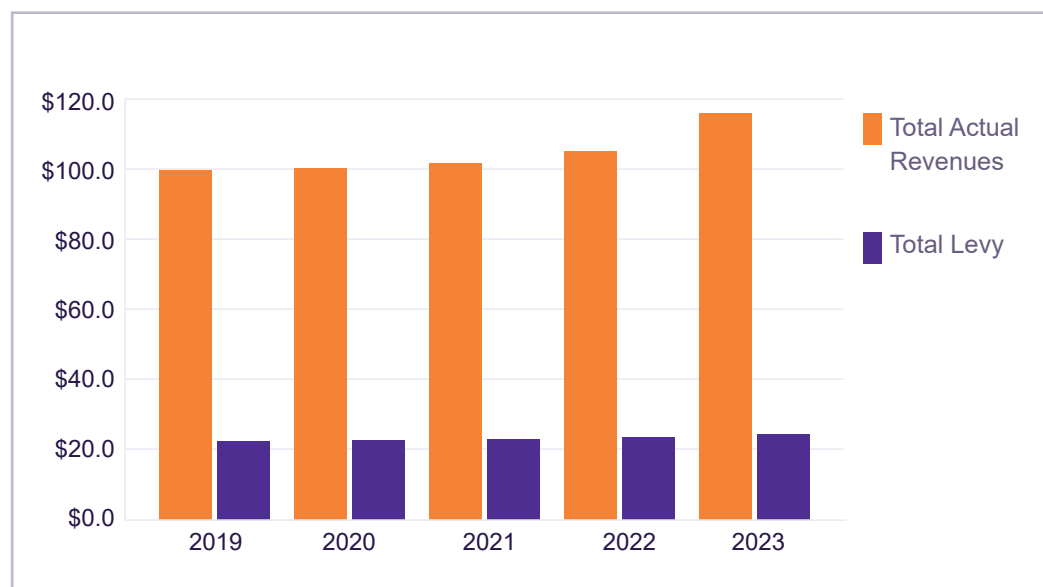
Balance Sheet

	2023	2022
Cash and Cash Equivalents	25,388,992	22,753,596
Marketable Securities	26,135,193	25,667,769
Client Benefit Advances	1,692,454	1,698,035
Accounts Receivable	2,504,540	2,486,115
Total Financial Assets	55,721,179	52,605,515
Accounts Payable	15,313,820	13,397,599
Deferred Revenue	2,024,172	4,482,442
Long-term Debt	8,254,238	10,722,732
Employee Benefit Obligations	2,927,475	2,974,366
Asset Retirement Obligations	13,690,597	12,985,485
Total Liabilities	42,210,302	44,562,624
Net Financial Assets (Debt)	13,510,877	8,042,891
Non-Financial Assets	39,543,874	41,820,340
Accumulated Surplus	53,054,751	49,863,231



Municipal and TWOMO Levy vs Total Revenues by Year

in millions



*TWOMO = Territories Without Municipal Organization



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

The District of Thunder Bay Social Services Administration Board

2023 Annual Report

tbdssab.ca

