

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

BOARD MEETING

APRIL 17, 2025



DATE OF MEETING: APRIL 17, 2025

TIME OF MEETING: FOLLOWING THE OPENING OF THE
REGULAR BOARD 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 CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/26

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 17, 2025, 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. 05/2025](#) (Regular Session) and [Meeting No. 06/2025](#) (Closed Session) of TBDSSAB, held on March 20, 2025, respectively, to be confirmed.
(Pages 7 - 14)

Resolution No. 25/27

THAT the Minutes of Meeting No. 05/2025 (Regular Session) and Meeting No. 06/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on March 20, 2025, 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 2024 Fourth Quarter Financial Report and Program Levy Surplus Disposition.

Resolution No. 25/28

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 2024 Fourth Quarter Financial Report and Program Levy Surplus Disposition.

REPORTS OF ADMINISTRATION2024 Fourth Quarter Financial Report and
Program Levy Operating Position

[Report No. 2025-13](#) (Corporate Services Division) relative to providing the Board with the 2024 Fourth Quarter Financial Report and an update regarding the 2024 program levy operating position, for consideration. **(Page 15 - 58)**

Resolution No. 25/29

THAT with respect to Report No. 2025-13 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the transfer of the net levy surplus of \$24,367 to the Levy Stabilization Reserve Fund.

2024 Investment Portfolio Performance

[Report No. 2025-14](#) (Corporate Services Division) relative to providing the Board with information relative to the performance of the Board's investment portfolio for the 2024 year, for information only. **(Page 59 - 62)**

Certificate of Incumbency

[Memorandum from Tafadzwa Mukubvu, Manager, Finance](#), (Corporate Services Division) dated March 27, 2025 providing the Board with the 2024 Annual Report, for information only. **(Pages 63 - 65)**

Vale Community Centre Update

[Memorandum from Georgina Daniels, Director, Corporate Services](#), (Corporate Services Division) dated March 24, 2025 providing the Board with an update on the results of the divestment of the Vale Community Centre, for consideration. **(Page 66)**

Resolution No. 25/30

THAT we, The District of Thunder Bay Social Services Administration Board, approve up to \$30,000 for costs associated with the Vale Community Centre property be financed from the Levy Stabilization Reserve Fund.

FIRST REPORT: 167 Greenmantle Drive
(Nipigon) Direct Owned Housing Property
Options

[Report No. 2025-15](#) (Corporate Services and Integrated Social Services Divisions) relative to providing the Board with options for the direct-owned housing property, for consideration. **(Page 67 - 69)**

Resolution No. 25/31

THAT with respect to Report No. 2025-15, (Corporate Services and Integrated Social Services Divisions), we The District of Thunder Bay Social Services Administration Board approve the receipt of the FIRST REPORT – 167 Greenmantle Drive, Nipigon, ON Direct-Owned Housing Property Options;

AND THAT the Board directs Administration to prepare a report with an action plan to explore options for the property to be presented at a Board meeting in the fall 2025.

Northern Ontario Service Deliverers'
Association Annual General Meeting
Attendance & Nominations

[Memorandum from Ken Ranta, CEO](#), (Chief Administrative Officer Division) dated March 27, 2025 providing information to the Board regarding attendance at the 2025 NOSDA AGM and nominations to the NOSDA Board, for consideration. **(Pages 70 - 75)**

Resolution No. 25/32

THAT with respect to the Northern Ontario Service Deliverers Association 2025 Annual General Meeting, the following Members of the Board are appointed to serve as Members of NOSDA and to attend as voting delegates:

1. Brian Hamilton 2. _____

AND THAT if the Chair is unable to attend, the following Members will be contacted to attend as voting delegates in the Chair's place:

1. _____ 2. _____

AND THAT the following nominations for the 2025 NOSDA Executive are as follows:

NOSDA Chair: _____

NOSDA Vice-Chair: _____

NOSDA Vice-Chair: _____

Appointment to the Homelessness
Prevention Program Advisory Table

[Memorandum from Ken Ranta, CEO](#), (Chief Executive Officer Division) dated April 3, 2025 providing information to the Board regarding the requirement to appoint a Board Member to the TBDSSAB Homelessness Prevention Program Advisory Table, for consideration. **(Pages 76 - 81)**

Resolution No. 25/33

THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, effective April 17, 2025, for the term ending December 31, 2025:

TBDSSAB 2024 Annual Report

[Memorandum from Ken Ranta, CEO](#), (Chief Executive Officer Division) dated April 4, 2025 providing the Board with the 2024 Annual Report, for review and consideration.

(Pages 82 - 104)

Resolution No. 25/34

THAT with respect to the memorandum dated April 4, 2025 from Ken Ranta, Chief Executive Officer, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB) approve the 2024 Annual Report as presented;

AND THAT the 2024 Annual Report be posted to the TBDSSAB website and a notification be sent to partners and stakeholders.

Appointment of Designate Ontario Works
Administrator and Senior Administrator

[Memorandum from Ken Ranta, CEO](#) (Chief Executive Officer Division) dated March 26, 2025 providing Administration's recommendation regarding the appointment of the designate Ontario Works Administrator for TBDSSAB and designate Senior Administrator for TBDHC, for consideration. **(Pages 105 - 106)**

Resolution No. 25/35

THAT with respect to Section 1997, c. 25, Schedule A, s. 43., of the Ontario Works Act, effective June 1, 2025, Crystal Simeoni, Director, Integrated Social Services be appointed as the designate Administrator to replace Georgina Daniels, Director, Corporate Services;

AND THAT, effective June 1, 2025, Crystal Simeoni, Director, Integrated Social Services be appointed as designate Senior Administrator for the Thunder Bay District Housing Corporation to replace Georgina Daniels, Director, Corporate Services;

AND THAT Administration is directed to communicate these changes as appropriate.

CORRESPONDENCEHomelessness Crisis

[Correspondence from The Corporation of the Town of Hearst](#), dated March 24, 2025, to the Premier of Ontario advising of the Town of Hearst's support for the District of Cochrane Social Services Administration Board's position regarding the Homelessness Crisis, for information only. **(Pages 107 – 110)**

BY-LAWSNEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, May 15, 2025 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. 25/36**

THAT the Board Meeting No. 07/2025 of The District of Thunder Bay Social Services Administration Board, held on April 17, 2025, be adjourned at _____ a.m./p.m.



MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 05/2025
OF

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: March 20, 2025

TIME OF MEETING: 10:00 a.m.

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

CHAIR: Jim Vezina

PRESENT:

Ken Boshcoff
Anne Marie Bourgeault
Chris Eby
Kasey Etreni
Brian Hamilton
Kathleen Lynch
Jim Moffat
Dominic Pasqualino
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division
Marty Farough, Manager, Infrastructure & Asset Management
Shari Mackenzie, Manager, Human Resources
Aaron Park, Manager, Housing & Homelessness Programs
Tomi Akinoyede, Supervisor, Research & Social Policy
Carole Lem, Communications & Engagement Officer
Glenda Flank, Recording Secretary
Diana Hannel, Administrative Assistant

REGRETS:

Albert Aiello
Meghan Chomut
Greg Johnsen
Elaine Mannisto
Mark Thibert

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 CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

Jim Vezina, Board Chair introduced Chris Eby, as a new Board Member appointed by The Township of Red Rock. All members of the Board and Administration introduced themselves.

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/19

Moved by: Brian Hamilton
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 20, 2025, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 03/2025 (Regular Session) and 04/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, respectively, were presented for confirmation.

Resolution No. 25/20

Moved by: Jim Moffat
Seconded by: Ken Boshcoff

THAT the Minutes of Meeting No. 03/2025 (Regular Session) and Meeting No. 04/2025 (Closed Session), of The District of Thunder Bay Social Services Administration Board, held on February 20, 2025, respectively, be confirmed.

CARRIED

Committee Meetings

Draft Minutes of the Audit Committee Meeting held on November 26, 2024 were presented to the Board for information.

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals including members of the Administration regarding the verbal update relative to the TBDSSAB Board Chair position.

Resolution No. 25/21

Moved by: Dominic Pasqualino

Seconded by: Kathleen Lynch

THAT the Board adjourns to Closed Session relative to identifiable individuals including members of Administration regarding the verbal update relative to The District of Thunder Bay Social Services Administration Board Chair position.

CARRIED

At 10:25 a.m. the meeting reconvened in Regular Session and Aaron Park, Manager, Housing & Homelessness Programs, Tomi Akinyede, Supervisor, Research & Social Policy and Carole Lem, Communications & Engagement Officer joined the meeting.

REPORTS OF ADMINISTRATION

10-Year Housing & Homelessness Plan 2014-2024 Final Update

Report No. 2025-09 (Integrated Social Services Division) was presented to the Board providing information related to the TBDSSAB 10-Year Housing and Homelessness Plan Final Update.

Crystal Simeoni, Director, Integrated Social Services Division provided clarification and responded to questions.

At 10:46 a.m. Marty Farough, Manager, Infrastructure & Asset Management joined the meeting.

Aaron Park, Manager, Housing & Homelessness Programs responded to questions.

Ken Ranta, Chief Executive Officer provided further information and responded to questions.

Resolution No. 25/22

Moved by: Ken Boshcoff
Seconded by: Dominic Pasqualino

THAT with respect to Report No. 2025-09 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the TBDSSAB 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report as presented;

AND THAT the Board authorizes Administration to submit the 10-Year Housing and Homelessness Plan 2014-2024 Final Progress Report to the Ministry of Municipal Affairs and Housing as required.

CARRIED

10-Year Housing & Homelessness Plan
Housing Target Final Update

Report No. 2025-10 (Integrated Social Services Division) was presented to the Board providing updated information relative to the 10-Year community and affordable housing targets based on the methodology adopted in 2015.

Ken Ranta, Chief Executive Officer responded to questions and provided clarification.

Crystal Simeoni, Director, Integrated Social Services Division responded to questions.

Resolution No. 25/23

Moved by: Ken Boshcoff
Seconded by: Brian Hamilton

THAT with respect to Report No. 2025-10 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, approve and adopt the 10-Year Housing and Homelessness Plan – Revised Housing Targets Final Update as presented;

AND THAT any further Housing Targets provided by Administration be included in future Housing and Homelessness Plan updates.

CARRIED

At 11:04 a.m. Aaron Park, Manager, Housing & Homelessness Programs and Tomi Akinyede, Supervisor, Research and Social Policy left the meeting.

Environmental Stewardship Initiatives

Report No. 2025-11, (Corporate Services Division) was presented to the Board providing information on initiatives undertaken in 2024 to enhance environmental stewardship across the organization, in keeping with the objective of being an environmentally friendly organization.

Georgina Daniels, Director, Corporate Services Division provided an overview of the initiatives undertaken in 2024.

Crystal Simeoni, Director, Integrated Social Services Division provided further information and responded to questions.

At 11:14 a.m. Marty Farough, Manager, Infrastructure & Asset Management left the meeting.

TBDHC Shareholders' Meeting – Appointment of Proxy

Memorandum from Ken Ranta, CEO (Chief Executive Officer Division), dated January 31, 2025, was presented to the Board providing information on the requirement to appoint a proxy for voting at the 19th Annual Shareholders' Meeting for Thunder Bay District Housing Corporation (TBDHC).

Ken Ranta, CEO provided a brief background for the reason to appoint a proxy.

Resolution No. 25/24

Moved by: Kathleen Lynch
Seconded by: Jim Moffat

THAT with respect to the Thunder Bay District Housing Corporation Nineteenth Annual Shareholder's Meeting, to be held on April 17, 2025 at The District of Thunder Bay Social Services Headquarters, we The District of Thunder Bay Social Services Administration Board appoint the Board Chair to be the designated Proxy or failing Chair's availability, the Board Vice-Chair.

CARRIED

At 11:16 a.m. Kasey Etreni, Board Member joined the meeting.

CORRESPONDENCE

2025 Northern Ontario Service Deliverers' Association Membership

Letter from Fern Dominelli, Executive Director, NOSDA dated March 6, 2025 regarding the selection of Members and Executive for 2025 for NOSDA was presented to the Board.

Ken Ranta, CEO provided a brief overview of the letter received and advised that it would be brought forward at the April Board Meeting for selection of attendees to the NOSDA AGM.

BY-LAWS

None.

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, April 17, 2025 at 10:00 a.m., 3rd Floor Boardroom, 231 May Street S., Thunder Bay, ON and via Microsoft Teams.

ADJOURNMENT

Resolution No. 25/25

Moved by: Kasey Etreni
Seconded by: Chris Eby

THAT the Board Meeting No. 05/2025 of The District of Thunder Bay Social Services Administration Board, held on March 20, 2025, be adjourned at 11:37 a.m.

CARRIED

Chair

Chief Executive Officer



**MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 06/2025
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: March 20, 2025

TIME OF MEETING: 10:14 a.m.

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

CHAIR: Jim Vezina

PRESENT:

Ken Boshcoff
Anne Marie Bourgeault
Chris Eby
Kasey Etreni
Brian Hamilton
Kathleen Lynch
Jim Moffat
Dominic Pasqualino
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Georgina Daniels, Director, Corporate Services Division
Crystal Simeoni, Director, Integrated Social Services Division
Shari Mackenzie, Manager, Human Resources
Glenda Flank, Recording Secretary
Diana Hennel, Administrative Assistant

GUESTS:

REGRETS:

Albert Aiello
Meghan Chomut
Greg Johnsen
Elaine Mannisto
Mark Thibert

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 CEO refer jointly to the Chief Executive Officer of TBDSSAB and Senior Administrator of TBDHC.

BOARD MEETING

DISCLOSURES OF INTEREST

At 10:09 a.m., Jim Moffat, Board Member declared a perceived conflict of interest and left the meeting.

REPORTS OF ADMINISTRATION

TBDSSAB Board Chair Position

Brian Hamilton, Board Member provided a verbal update regarding returning to the position of Chair.

A discussion was held regarding the Chair position.

Brian Hamilton responded to questions.

At 10:24 a.m. Jim Moffat, Acting Vice-Chair joined the meeting.

ADJOURNMENT

Resolution No. 25/CS03

Moved by: Ken Boshcoff
Seconded by: Anne-Marie Bourgeault

THAT the Board (Closed Session) Meeting No. 06/2025 of The District of Thunder Bay Social Services Administration Board, held on March 20, 2025, be adjourned at 10:25 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



BOARD REPORT

REPORT No.: 2025-13

MEETING DATE: APRIL 17, 2025

SUBJECT: 2024 FOURTH QUARTER FINANCIAL REPORT AND PROGRAM LEVY
SURPLUS DISPOSITION

RECOMMENDATION

THAT with respect to Report No. 2025-13 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the transfer of the net levy surplus of \$24,367 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 2024 Fourth Quarter Financial Report, with an update regarding the 2024 program levy operating surplus.

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

COMMENTS

Financial Status – Operating

Overall, spending on TBDSSAB delivered programs, for the period ended December 31, 2024, was \$7,471,885 (6.2%) lower than Budget, with a net program levy operating surplus \$24,367.

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

Table 1:

2024 Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 373,194
Child Care and Early Years	\$ 0
Community Housing Programs	\$ 142,412
Direct-Owned Community Housing Building Operations	\$ (491,238)
Program Levy Operating Surplus	\$ 24,367

This result is fairly consistent with the 2024 Third Quarter Financial Report projected program levy operating balance of (\$0). Although the overall program levy operating position is \$24,367, there were significant variances within the programs:

- **Social Assistance:** There was a favourable variance (\$373,194) in Social Assistance Programs, due primarily to personnel services vacancies.
- **Community Housing Programs:** There was a favourable variance (\$142,412) due primarily to additional administrative recoveries that were not anticipated during the budget development process.
- **Direct-Owned Community Housing Building Operations:** There was an unfavourable variance (\$491,238), due primarily to over-spending on electrical standards compliance, door repairs, and plumbing repairs and maintenance as well as operating services such as building security. This is somewhat offset by underspending in personnel services due to temporarily vacant positions.

Highlights for the 2024 year, and detailed variance explanations, as well as Key Performance Indicator (KPI) commentary, are provided in Attachment #1: 2024 Fourth Quarter Financial Report – Operating Budget.

Financial Status – Capital

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 Chief Executive Officer's (CEO) discretion.

In that regard, subsequent to the 2023 year end process, the CEO approved the carryforward of 98 capital projects totaling \$3,894,827. Total capital expenditures on these carryforward projects for the period ended December 31, 2024 were \$1,288,833. Fifty-six (56) projects, totaling \$2,243,223, will be carried forward into 2024.

The Board-approved capital budget for 2024 was \$4,845,000 representing 65 projects. Total capital expenditures on the projects for the period ended December 31, 2024, were \$620,181. Twenty-nine (29) projects, totaling \$2,181,992, will be carried forward into 2025.

In total 85 projects, totaling \$4,425,215 will be carried forward from previous years into 2025. These projects are provided in Confidential Attachment #5: Carryforward List of Capital Projects.

Highlights for the 2024 year and detailed variance explanations are provided in Attachment #2: 2024 Fourth Quarter Financial Report – Capital Budget.

2024 Program Levy Operating Surplus Position

The 2024 TBDSSAB program levy operating surplus is \$24,367 at year end; The following options concerning the disposition of the remaining net surplus are presented:

- Option 1 – Return the surplus to municipalities. The full surplus of \$24,367 would be returned to municipalities using the 2024 weighted assessment calculation.
- Option 2 – Transfer to the Levy Stabilization Reserve Fund. The full surplus of \$24,367 would be transferred into the Levy Stabilization Reserve Fund to provide opportunities for relevant community initiatives that support programming outcomes.

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 Executive 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 2024-2027 strategic direction of Financial Stewardship with a focus on ensuring accountability of TBDSSAB resources.

FINANCIAL IMPLICATIONS

This report provides the financial results for the 2024 year on the same basis as the approved Budget.

The financial implications relate to the disposition of the 2024 program levy operating surplus of \$24,367. Administration is recommending Option 2 – transfer the net program levy surplus into the Levy Stabilization Reserve Fund. The financial impact for each municipality is provided in Attachment #4 – Distribution of the 2024 Program Levy Operating Surplus by Municipality.

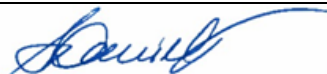

CONCLUSION

It is concluded that the 2024 Fourth Quarter Financial Report indicates a program levy operating surplus for the year of \$24,367, or 0.1% of the 2024 levy.

It is further concluded that the program levy operating surplus of \$24,367 should be transferred to the Levy Stabilization Reserve Fund.

REFERENCE MATERIALS

Attachment #1	2024 Fourth Quarter Financial Report – Operating Budget
#2	2024 Fourth Quarter Financial Report – Capital Budget
#3	Fiduciary Responsibility Checklist
#4	Distribution of the 2024 Program Levy Operating Surplus by Municipality
#5	Confidential Carryforward List of Capital Projects (Presented in Closed Session)

PREPARED BY:	Tafadzwa Mukubvu, CPA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



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

2024 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, 2024, this Report provides TBDSSAB's financial status for the year and explains significant variances from the 2024 approved Operating Budget.

Overall, TBDSSAB favourable program levy operating surplus of \$24,367 for the 2024 year. Table 1 provides a breakdown of the year-end variances, by program.

Table 1:

2024 Program Levy Operating Surplus/(Deficit)	
Social Assistance	\$ 373,194
Child Care and Early Years	\$ -
Community Housing Programs	\$ 142,412
Direct-Owned Community Housing Building Operations	\$ (491,238)
Program Levy Operating Surplus	\$ 24,367

The 2024 program levy operating position is fairly consistent with the Q3 forecast previously reported.

Table 2 shows the 2024 Operating Budget revenue and expenditures, and actual results for the year.

2024 Fourth Quarter Financial Report
Operating Budget

Table 2:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	25,233.0	25,233.0	-	0.0%
Federal grants	21,343.8	17,783.3	(3,560.5)	-16.7%
Provincial grants	64,001.7	60,250.6	(3,751.1)	-5.9%
Rents	11,535.5	11,564.6	29.1	0.3%
Other revenue	357.8	300.2	(57.6)	-16.1%
Interest on unrestricted funds	400.0	400.0	-	0.0%
Interest on restricted funds	750.0	1,528.7	778.7	103.8%
From (to) reserve funds	(2,874.7)	(3,760.9)	(886.2)	30.8%
Prior year surplus	-	-	-	n/a
Total Financing	120,747.1	113,299.6	(7,447.5)	-6.2%
Expenses				
Personnel services	15,210.0	14,216.4	993.6	6.5%
Interest on long-term debt	173.9	155.7	18.2	10.5%
Materials	21,114.6	20,632.3	482.3	2.3%
Contract services	271.8	346.9	(75.1)	-27.6%
Rents and financial expenses	130.3	382.6	(252.3)	-193.6%
External transfers	81,703.7	75,398.1	6,305.6	7.7%
Loan principal repayment	2,142.8	2,143.4	(0.6)	0.0%
Total Expenses	120,747.1	113,275.2	7,471.9	6.2%
Excess (Deficiency) of Revenues over Expenses	-	24.4	24.4	n/a

2024 FOURTH QUARTER OPERATING BUDGET RESULTS

The Fourth Quarter Report provides an indication of TBDSSAB's financial status for the year ending December 31, 2024, and identifies any significant variances from the 2024 Operating Budget. Overall, TBDSSAB recorded a net surplus of \$24,367 for the 2024 year. The financial detail for each program area is provided below.

**A. Board and Office of the Chief Executive Officer**

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

Table 3:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	318.7	282.1	(36.6)	-11.5%
Ontario Works	683.1	634.5	(48.6)	-7.1%
Child care and early years programs	169.1	174.6	5.5	3.2%
Housing programs	249.5	303.5	54.0	21.6%
Total Allocation	1,420.4	1,394.6	(25.8)	-1.8%
Financing				
Other Revenue	-	-	-	n/a
From (to) reserve funds	22.5	-	(22.5)	-100.0%
Total Financing	22.5	-	(22.5)	-100.0%
Expenses				
Personnel services	1,137.7	1,136.2	1.5	0.1%
Materials	214.9	161.4	53.5	24.9%
Contract services	90.3	105.7	(15.4)	-17.0%
Total Expenses	1,442.9	1,403.3	39.6	2.7%
Recoveries				
Recovery from CWELCC	-	8.7	(8.7)	n/a
Total Expenses Less Recoveries	1,442.9	1,394.6	48.3	3.3%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a

Table 3, above, shows the 2024 Operating Budget revenues and expenditures, and results for the 2024 year for the Board and Office of the CEO.

Expenses related to the Board and Office of the CEO 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 CEO expenses were materially on budget for the 2024 year.

Key Performance Indicators

Office of the Chief Executive Officer



The Office of the CEO is responsible for the overall strategic direction and management of TBDSSAB. This includes ensuring the Board's Strategic Plan 2024-27 is implemented. The new strategic plan has been mapped out and work has begun to target 90% implementation by the end of 2027, with 30% progress expected in 2024. 31% of the strategic plan was implemented by the end of 2024.

Consultation(s) with Indigenous Partner Organizations* in relation to Indigenous Representation on the TBDSSAB Board.

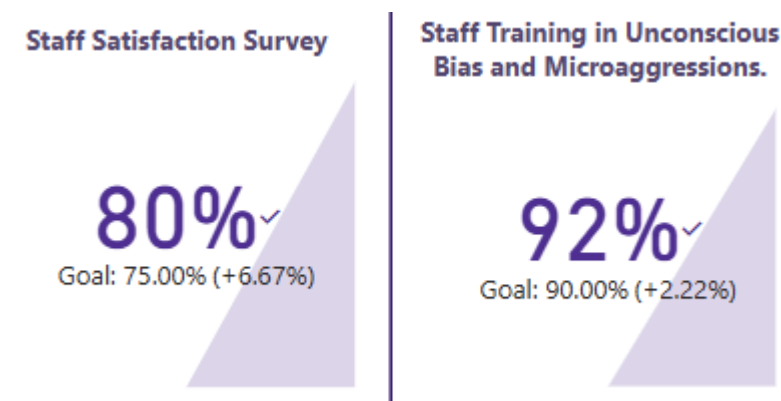
of Consultations with Indigenous Partners



The Office of the CEO is also responsible for initiatives related to communications, engagement, and advocacy. Advocacy around Indigenous Relations and Reconciliation has been a priority for the organization within the previous and current strategic plans. To measure success in these advocacy efforts, a key performance indicator for 2024 will be the level of engagement with Indigenous partner organizations during consultations related to Indigenous representation on the Board. The goal is to achieve a participation rate of 75% of Invited Indigenous partner organizations in consultation meetings. Consultations achieved the goal of 75%.



Human Resources



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. The Human Resources (HR) Department has established KPI's related to workplace culture and development.

A Staff Satisfaction Survey was conducted for 2024. To measure success in implementing this survey, the HR Department aimed for a staff survey completion rate of 75%. 80% of staff completed the staff survey during the year.

All staff training in unconscious bias and microaggressions was implemented in 2024. To measure success in achieving this objective, the HR department aimed to achieve a training completion rate of 90% for all staff members. 92% of staff have completed the unconscious bias and microaggressions training program.

Board education related to reconciliation was also planned to be implemented in 2024. The CEO Division, with the support of Human Resources, aimed to achieve a training completion rate of at least 90% of all Board Members. This mandatory training was sent out to all Board Members in Q4.

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 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	1,503.6	1,395.8	(107.8)	-7.2%
Ontario Works	2,135.7	1,866.5	(269.2)	-12.6%
Child care and early years programs	177.1	152.0	(25.1)	-14.2%
Housing programs	267.0	227.4	(39.6)	-14.8%
Total Allocation	4,083.4	3,641.8	(441.6)	-10.8%
Financing				
Levy to municipalities and TWOMO	(400.0)	(400.0)	-	0.0%
Interest on unrestricted funds	400.0	400.0	-	0.0%
Interest on restricted funds	750.0	1,528.7	778.7	103.8%
Other revenue	-	0.4	0.4	n/a
From (to) reserve funds	(750.0)	(1,528.7)	(778.7)	103.8%
From levy stabilization	200.0	-	(200.0)	-100.0%
Total Financing	200.0	0.4	(199.6)	-99.8%
Expenses				
Personnel services	2,718.1	2,348.4	369.7	13.6%
Materials	1,441.3	1,226.9	214.4	14.9%
Contract services	151.8	187.5	(35.7)	-23.5%
Rents and financial expenses	13.5	9.4	4.1	30.3%
Total Expenses	4,324.7	3,772.2	552.5	12.8%
Recoveries				
From HQ building operations	41.3	41.3	-	0.0%
Recovery from CWELCC	-	88.7	(88.7)	n/a
Total Expenses Less Recoveries	4,283.4	3,642.1	641.3	15.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a



Table 4, above, shows the 2024 Operating Budget revenues and expenditures, and results for the 2024 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 2024 include:

Personnel Services	\$369,700 (13.6%) favourable
---------------------------	-------------------------------------

Personnel Services expenses were lower than budget by \$369,700 at year-end due to temporarily vacant positions throughout the year, across all departments in the division.

Materials	\$214,400 (14.9%) favourable
------------------	-------------------------------------

Materials expenses were lower than budget by \$214,400 at year-end, primarily due to lower costs associated with computer hardware, leases, software and computer services, which were partially offset by higher software maintenance costs.



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 (YTD) and Target Number
by Report Date

5.42!

Goal: 5 (-8.33%)

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

Business Days to Close

11!

Goal: 10 (-10%)

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 2024 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. Although slightly off target on, the Finance Department was within acceptable ranges through Q4.

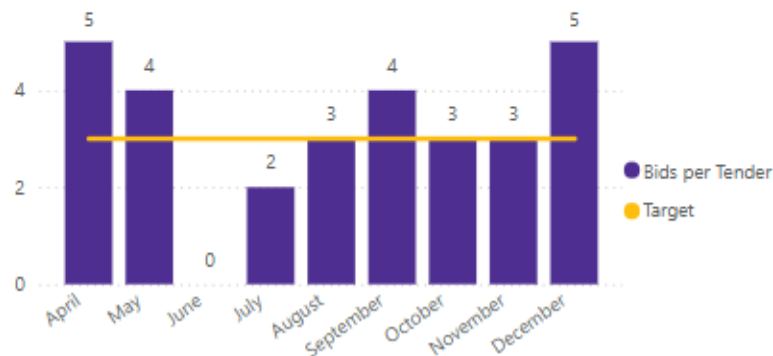


Purchasing and Inventory Control

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

0.74✓

Goal: 1.00 (+25.83%)

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 (3) 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%)

of Archive Boxes Stored at Off-site Facility

-6.0%!

Goal: -10.0% (-40%)

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

2.39%!

Goal: 2.00% (-19.5%)

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 (0) security breaches through the perimeter. There were no breaches or viruses that penetrated TBDSSAB's defenses in Q4.

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 2% of all pieces of mail that are posted. The Error Rate for mail delivery in Q4 was 2.39% vs 3% at Q3 which moved in a positive direction towards meeting the target of 2%.



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 6.0%.

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 92% as two requests were delayed. The internal processes were updated to enhance the strength of meeting the 100% target.

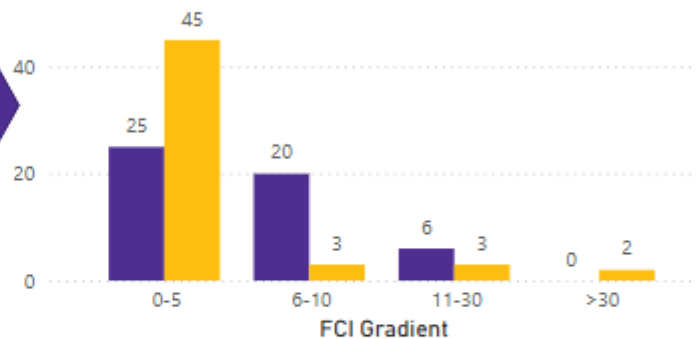
Infrastructure and Asset Management

Infrastructure & Asset Management

of Properties per FCI Gradient

● FCI Target ● FCI Actuals

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



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 (0) 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 2024 Operating Budget revenues and expenditures, and results for the 2024 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 2024			
	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	3.5	(0.0)	-1.0%
From (to) reserve funds	(207.1)	(207.1)	-	0.0%
Imputed rent adjustment	(204.9)	(263.7)	(58.8)	28.7%
Total Financing	(408.5)	(467.3)	(58.8)	14.4%
Expenses				
Interest on long-term debt	73.9	59.3	14.6	19.8%
Materials	549.3	505.1	44.2	8.0%
Loan principal repayment	315.0	315.0	-	0.0%
Internal administrative expense	61.1	61.1	-	0.0%
Total Expenses	999.3	940.5	58.8	5.9%
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 2024 Operating Budget revenues and expenditures, and results for the 2024 year for ISS Program Support.

Table 6:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Allocation				
Direct-owned community housing building operations	170.0	153.8	(16.2)	-9.5%
Ontario Works	982.2	900.3	(81.9)	-8.3%
Child care and early years programs	383.3	327.1	(56.2)	-14.7%
Housing programs	466.4	413.5	(52.9)	-11.3%
Total Allocation	2,001.9	1,794.6	(207.3)	-10.4%
Financing				
Other revenue	-	-	-	n/a
Total Financing	-	-	-	n/a
Expenses				
Personnel services	2,413.5	2,274.9	138.6	5.7%
Materials	64.5	45.7	18.8	29.1%
Contract services	-	-	-	n/a
Total Expenses	2,478.0	2,320.7	157.3	6.3%
Recoveries				
From homelessness programs	476.1	476.1	-	0.0%
Recovery from CWELCC	-	50.0	(50.0)	n/a
Total Expenses Less Recoveries	2,001.9	1,794.6	207.3	10.4%
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 2024 include:

Personnel Services

\$138,600 (5.7%) favourable

Personnel Services costs were less than budget by \$138,600 at year-end, due to temporarily vacant positions during the year.

Recovery from CWELCC

\$50,000 (%) favourable

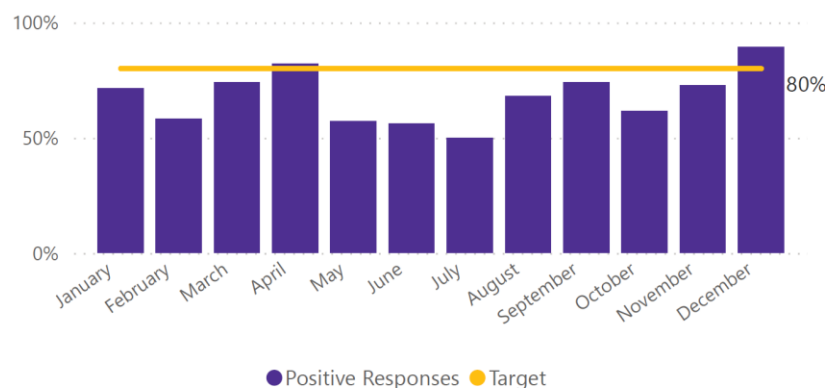
Recoveries were higher by \$50,000 due to CWELCC incremental funding received during the year.

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

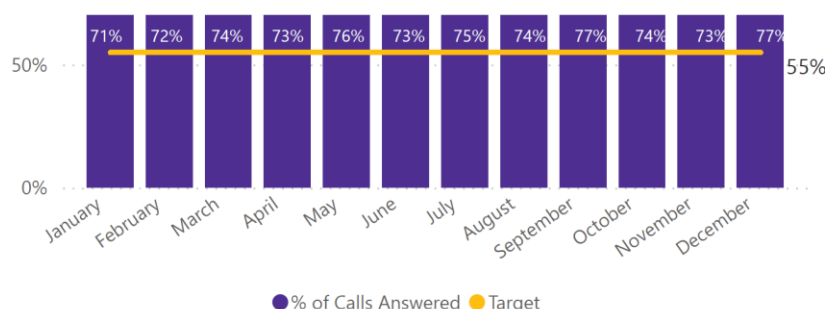


To determine program eligibility and process program applications in a timely manner

Housing Waitlist Applications Processed within 10 Business Days*

100.0% ✓
Goal: 70.0% (+42.86%)

% of Incoming Calls Answered by Staff Month



* Applications received in the quarter



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.

In February of 2023, the online housing application process was implemented. The target is 70% of the housing applications will be processed within ten (10) business days; For Q4, the target has been exceeded as 100% of the housing applications were processed within ten (10) business days.

Through outreach and engagement, staff work with people experiencing homelessness or at risk of homelessness to find more permanent housing solutions. Administration is currently working to update the collection process for the KPI relative to the Transitional Outreach and Support Worker caseload for contacts with people not included in the official caseload.



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 2024 Operating Budget revenues and expenditures, and actual results for OW Programs. Overall, OW program expenses were \$1,451,600 lower than budget at year-end, with a \$373,200 favourable levy position.

Table 7:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	3,676.5	3,676.5	-	0.0%
Provincial grants	30,889.5	29,770.5	(1,119.0)	-3.6%
Other revenues	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a
Imputed rent adjustment	141.4	181.9	40.5	28.7%
Total Financing	34,707.4	33,629.0	(1,078.4)	-3.1%
Expenses				
Personnel services	3,977.0	3,640.5	336.5	8.5%
Materials	484.6	441.2	43.4	9.0%
Contract services	5.0	19.9	(14.9)	-298.1%
Rents and financial expenses	107.2	105.9	1.3	1.2%
External transfers	25,205.0	24,519.4	685.6	2.7%
Internal administration allocation	4,088.2	3,688.5	399.7	9.8%
Imputed rent recovery	971.4	971.4	-	0.0%
Total Expenses	34,838.4	33,386.8	1,451.6	4.2%
Recoveries				
From homelessness programs	131.0	131.0	0.0	0.0%
Total Expenses Less Recoveries	34,707.4	33,255.8	1,451.6	4.2%
Excess (Deficiency) of Revenues over Expenses	-	373.2	373.2	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for the 2024 year include:

**Personnel Services****\$336,500 (8.5%) favourable**

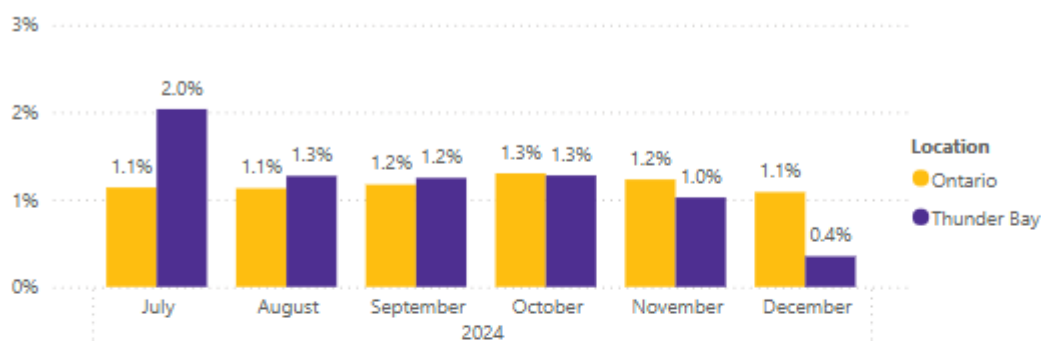
Personnel Services costs were less than budget by \$336,500 at year-end, due to temporarily vacant positions during the year.

External Transfers**\$685,600 (2.7%) favourable**

External transfers are lower than budget by \$685,600 at year end based on the actual monthly OW caseloads in 2024 (2,564) relative to the average monthly number of cases budgeted (2,696). OW financial assistance is 100% provincially funded, so there is no impact on the levy to Municipalities and TWOMO.

Key Performance Indicators**Average % of caseload exiting to employment - Performance Report**

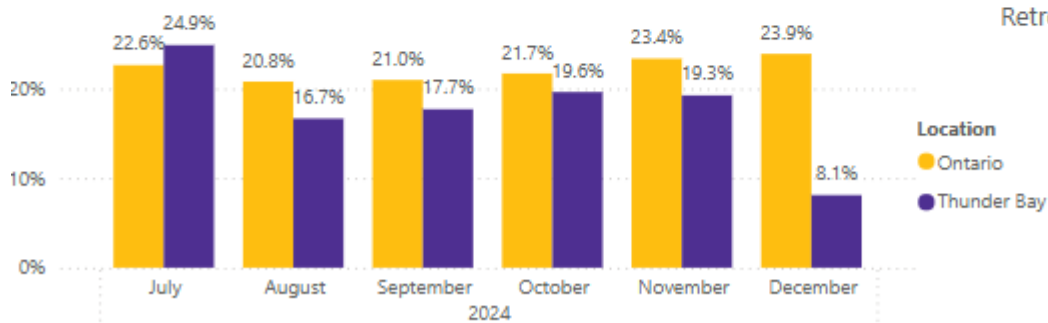
Target: Higher than Ontario Average

**1.2%**

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**

OW 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 1.2% compared to the Provincial average of 1.09%.



The majority of exits from OW 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.

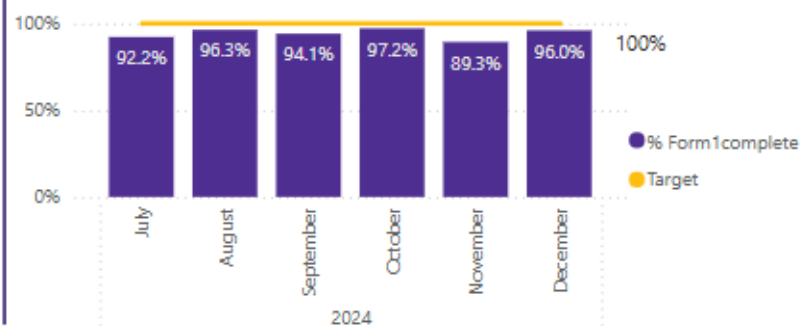
To provide a respectful, supportive environment for all clients accessing TBDSSAB services

96.1%

of respondents that answered positively to the question "Are Staff Friendly,..."

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, 96.1% of respondents answered this question positively.

OW Legislation requires a full financial update to all client files at least once every twenty-four (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 2024 Operating Budget revenues and expenditures, and actual results for child care and early years' programs.

Overall, child care and early years' program expenses were \$2,897,700 lower than budget with an overall balanced variance of \$0 at year-end.

Table 8:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	1,283.9	1,283.9	-	0.0%
Federal grants	11,495.6	9,226.0	(2,269.6)	-19.7%
Provincial grants	15,517.3	14,869.4	(647.9)	-4.2%
From (to) reserve funds	50.0	66.8	16.8	33.6%
Imputed rent adjustment	10.2	13.2	3.0	29.3%
Total Financing	28,357.0	25,459.3	(2,897.7)	-10.2%
Expenses				
Personnel services	442.3	401.4	40.9	9.2%
Materials	89.3	52.9	36.4	40.7%
Contract services	4.7	19.1	(14.4)	-307.1%
External transfers	27,020.8	24,307.0	2,713.8	10.0%
Internal administration allocation	1,084.7	1,008.9	75.8	7.0%
Imputed rent recovery	70.4	70.4	-	0.0%
Total Expenses	28,712.2	25,859.9	2,852.3	9.9%
Recoveries				
Other recoveries	355.2	400.6	45.4	12.8%
Total Expenses Less Recoveries	28,357.0	25,459.3	2,897.7	10.2%
Excess (Deficiency) of Revenues over Expenses	-	(0.0)	(0.0)	n/a



Federal and Provincial grants are determined by applying the various cost-sharing formulae to actual expenses.

Expense highlights for the 2024 year include:

External Transfers	\$2,713,800 (10%) 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 2024, 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:

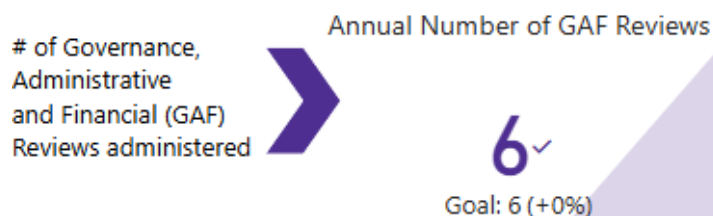
Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
External Transfers				
Fee Subsidy	2,000.0	934.0	1,066.0	53.3%
Special Needs	1,543.6	1,543.6	-	0.0%
General Operating	7,977.2	8,561.2	(584.0)	-7.3%
Wage Enhancement	1,225.2	1,289.1	(63.9)	-5.2%
Other	393.6	128.8	264.8	67.3%
Workforce Funding	-	49.6	(49.6)	n/a
EarlyON	2,210.3	2,123.0	87.3	3.9%
Journey Together	1,177.4	1,177.4	(0.0)	0.0%
CWELCC	10,493.5	8,500.3	1,993.2	19.0%
Total	27,020.8	24,307.0	2,713.8	10.0%



Key Performance Indicators

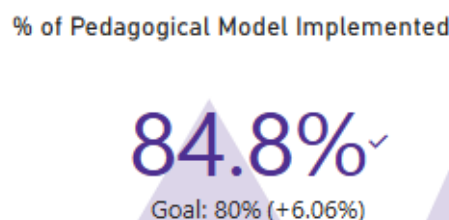
The role of the Service Manager is to maximize accessibility and affordability of child care for children and families in the District of Thunder Bay.

To increase oversight of service provider's governance, administrative, and financial accountabilities.



*Per scheduled time available -
Reporting Frequency: Annually.*

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



Administration has oversight of service providers governance, administrative, and financial accountability. Administration targeted to have six (6) operational reviews completed in 2024 and the target was achieved for the year.

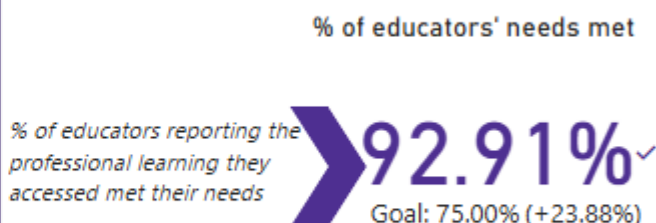
TBDSSAB's pedagogical model has been implemented, and Administration is targeting 80% of service providers showing improvement over time using the Capacity Building Rubric. At the end of the year the percentage implemented was 84.8%.

*Increase the number of available licensed home child care spaces**



**This is in accordance with TBDSSAB's Canada Wide Early Learning Child Care (CWELCC) growth target for 2024.*

To increase Child Care and Early Years' Staff Capacity



Administration has set a growth target for Canada Wide Early Learning Child Care (CWELCC) for 2024 to increase the number of available licensed home child care spaces, enhancing the number of homes by five (5) homes and thirty (30) licensed spaces, bringing the total licensed capacity to one hundred and fifty six (156) home child care spaces. The target was not achieved by year end.



Administration uses staff surveys to determine the learning needs of Child Care Centre staff to build capacity through professional learning. Administration also conducted satisfaction surveys to educators to assess if the professional learning met their needs with a target of 75% being set. As at the end of 2024, 92.91% of educators identified that professional learning accessed met their needs.



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.

Table 10, below, shows the 2024 Operating Budget revenues and expenditure for Housing and Homelessness Programs.

Table 10:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	8,728.5	8,728.5	-	0.0%
Federal grants	7,652.2	6,361.3	(1,290.9)	-16.9%
Provincial grants	17,594.9	15,610.7	(1,984.2)	-11.3%
Other revenue	60.0	0.1	(60.0)	-99.9%
From (to) reserve funds	60.0	-	(60.0)	-100.0%
Prior year surplus	-	-	-	n/a
Imputed rent adjustment	16.4	21.1	4.7	28.6%
Total Financing	34,112.0	30,721.7	(3,390.3)	-9.9%
Expenses				
Personnel services	515.3	538.0	(22.7)	-4.4%
Materials	2,085.2	1,295.8	789.4	37.9%
Contract services	10.0	8.2	1.8	17.7%
Rents and financial expenses	-	-	-	n/a
External transfers	29,406.5	26,680.8	2,725.7	9.3%
Internal administration allocation	2,741.3	2,769.3	(28.0)	-1.0%
Imputed rent recovery	112.6	112.6	-	0.0%
Total Expenses	34,870.9	31,404.8	3,466.1	9.9%
Recoveries				
From housing programs	113.5	170.4	56.9	50.1%
From homelessness programs	645.4	655.1	9.7	1.5%
Total Expenses Less Recoveries	34,112.0	30,579.3	3,532.7	10.4%
Excess (Deficiency) of Revenues over Expenses	-	142.4	142.4	n/a



Table 10, above, shows the 2024 Operating Budget revenues and expenditures, and actual results for Housing Programs. Overall, Housing Program expenses were lower than budget by \$3,532,700 at year-end, with a program levy operating favourable variance of \$142,400 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 2024 year include:

Materials	\$789,400 (37.9%) favourable
------------------	-------------------------------------

Materials were lower than budget by \$789,400 lower than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Materials				
OPHI	214.9	329.6	(114.7)	-53.4%
COCHI	1,842.6	932.8	909.8	49.4%
Other	27.7	33.4	(5.7)	-20.5%
Total	2,085.2	1,295.8	789.4	37.9%

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	\$2,725,700 (9.3%) favourable
---------------------------	--------------------------------------

External transfers for Housing Programs were higher than budget in 2024. A further breakdown of this variance is provided in Table 12, below.



Table 12:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
External Transfers				
Provincial Reformed	5,146.7	5,189.2	(42.5)	-0.8%
Former Provincial Reformed	388.7	463.3	(74.6)	-19.2%
Urban Native housing program	1,047.7	1,063.3	(15.6)	-1.5%
Private landlord rent supplement	2,482.5	2,335.2	147.3	5.9%
Non-profit rent supplement	807.7	755.4	52.3	6.5%
Portable Housing Benefit	1,129.8	1,091.4	38.4	3.4%
IAH Ontario Renovates	500.0	307.4	192.6	38.5%
OPHI Ontario Renovates	753.9	229.3	524.6	69.6%
COCHI capital repairs	883.4	785.6	97.8	11.1%
COCHI rent supplement	912.1	865.5	46.6	5.1%
COCHI transitional operating	94.0	94.0	0.0	0.0%
Reaching Home	60.0	-	60.0	100.0%
HPP Operating	6,047.6	6,228.5	(180.9)	-3.0%
HPP Capital	9,047.7	7,168.2	1,879.5	20.8%
Home for Good	104.7	104.7	(0.0)	0.0%
Total	29,406.5	26,680.8	2,725.7	9.3%

The favourable variance is mainly due to HPP Capital, which relates to timing differences which is partially offset by an unfavourable variance in HPP Operating, due to timing of expenses. HPP is 100% Provincially funded so there is no impact on the levy.

There is also a favourable variance due to OPHI funding provided to support renovations, Ontario Renovates, and the private landlord rent supplement. OPHI is 100% Provincially funded so there is no impact on the levy.



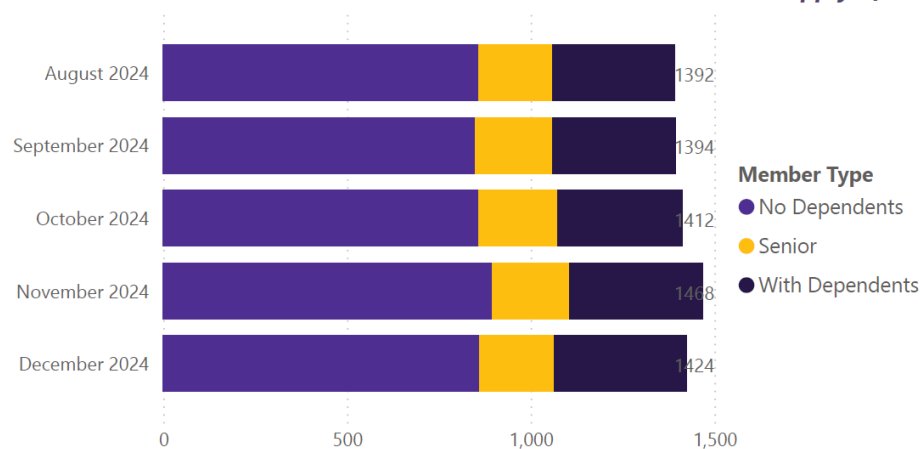
Key Performance Indicators

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.

Housing Programs

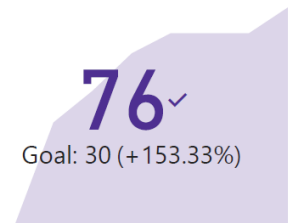
Community Housing Waitlist by Family Status

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*



* New PHB and Rent Supplement units
Target 30 by end of 2024

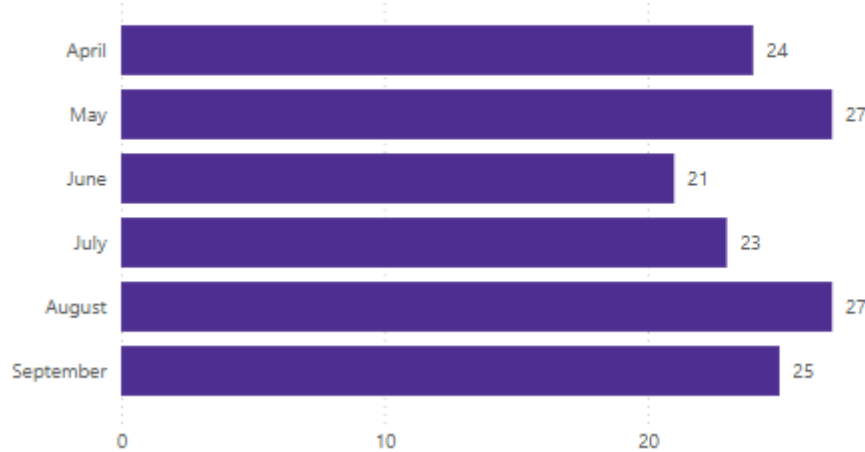
The Community Housing Waitlist is an indicator of housing need in the District of Thunder Bay. In the fourth quarter, the waitlist increased due, in part, to the continued increased outreach efforts to homeless individuals. During the fourth quarter TBDSSAB staff participated in visits to unsheltered individuals and assisted individuals to complete housing applications to add individuals to the waitlist.

Administration has exceeded its net new housing supports goal for 2024 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*

49

YTD Total Unique Individuals
Experiencing Chronic
Homelessness Served at Shelters

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. This data was not available for Q4.

The number of people experiencing chronic homelessness using a shelter increased slightly in Q4 from forty-one (41) to forty-nine (49).



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 2024 Operating Budget revenues and expenditures, and actual results for direct-owned Community Housing building operations.

Table 13:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Financing				
Levy to municipalities & TWOMO	11,944.1	11,944.1	-	0.0%
Federal grants	2,196.0	2,196.0	-	0.0%
Provincial grants	-	-	-	n/a
Rents	11,535.5	11,564.6	29.1	0.3%
Other revenue	294.3	296.4	2.1	0.7%
From (to) reserve funds	(2,250.1)	(2,091.9)	158.2	-7.0%
Imputed rent adjustment	36.9	47.5	10.6	28.6%
Total Financing	23,756.7	23,956.6	199.9	0.8%
Expenses				
Personnel services	4,006.1	3,877.0	129.1	3.2%
Interest on long-term debt	100.0	96.4	3.6	3.6%
Materials	16,185.5	16,903.1	(717.6)	-4.4%
Contract services	10.0	6.4	3.6	35.9%
Rents and financial expenses	9.6	267.3	(257.7)	-2684.1%
External transfers	71.4	83.5	(12.1)	-17.0%
Loan principal repayment	1,827.8	1,828.4	(0.6)	0.0%
Internal administration allocation	1,992.3	1,831.7	160.6	8.1%
Imputed rent recovery	253.4	253.4	-	0.0%
Total Expenses	24,456.1	25,147.3	(691.2)	-2.8%
Recoveries				
Recovery from Ontario Works programs	287.2	287.2	-	0.0%
Recovery from homelessness programs (HPP)	392.4	392.4	-	0.0%
Recovery from building overhead	19.8	19.8	-	0.0%
Total Expenses Less Recoveries	23,756.7	24,447.9	(691.2)	-2.8%
Excess (Deficiency) of Revenues over Expenses	-	(491.2)	(491.2)	n/a



Overall, direct-owned Community Housing building operations revenues were less than budget by \$200,000, and expenses were higher than budget by \$691,200 at year-end resulting in an unfavourable program levy operating variance of \$491,200 for the year.

Highlights for the 2024 year include:

Personnel Services	\$129,100 (3.2%) favourable
---------------------------	------------------------------------

Personnel Services costs were less than budget by \$129,100 at year-end, due to temporarily vacant positions during the year.

Materials	\$717,600 (4.4%) unfavourable
------------------	--------------------------------------

Materials were higher than budget by \$717,600 in 2024. A further breakdown of this variance is provided in Table 14, below:

Table 14:

Description	Year 2024			
	Budget (\$000s)	Actuals (\$000s)	Variance	
			(\$000s)	(%)
Materials				
Repairs and maintenance	2,301.9	3,103.1	(801.2)	-34.8%
Operating services	2,256.4	2,755.7	(499.3)	-22.1%
Insurance	1,047.5	808.1	239.4	22.9%
Gas	762.9	708.1	54.8	7.2%
Electricity	1,918.5	1,754.2	164.3	8.6%
Water	1,779.0	1,713.3	65.7	3.7%
Hot water tanks	105.2	114.1	(8.9)	-8.5%
Municipal taxes	5,697.1	5,684.6	12.5	0.2%
Other	317.0	261.9	55.1	17.4%
Total	16,185.5	16,903.1	(717.6)	-4.4%

Repairs and maintenance expenses in 2024 were higher than budget by \$801,200:

- Moveout related expenses were higher than budget by \$208,200,
- plumbing repairs higher than budget \$161,500,
- door repairs higher than budget by \$117,700,
- waste removal for tenant contents was higher by \$84,800,
- electrical repairs higher than budget by \$71,500 due to electrical standards compliance, and
- mechanical repairs being \$63,000 higher than budget.



Operating services resulted in an unfavourable variance of \$499,300 due to:

- building security higher than budget by \$262,600 which will be covered from reserve funds,
- building janitorial and custodial coverage were higher than budget by \$214,100
- pest control higher than budget by \$116,400 due to increased rodent control measures,
- waste removal higher than budget by \$90,300 due to additional costs associated with having to dispose of waste through contracted services as garbage collection services were cut off by the City of Thunder Bay at certain properties,
- life safety systems being higher than budget by \$85,200 due to additional emergency backup generator services based on regulatory compliance, and
- snow removal partially offset some of the expenses with a favourable variance of \$299,100 as a result of the lack of snowfall in the year.

A favourable variance of \$239,400 resulted in insurance expenses as a result of more favourable increases in the premium than originally estimated in the budget.

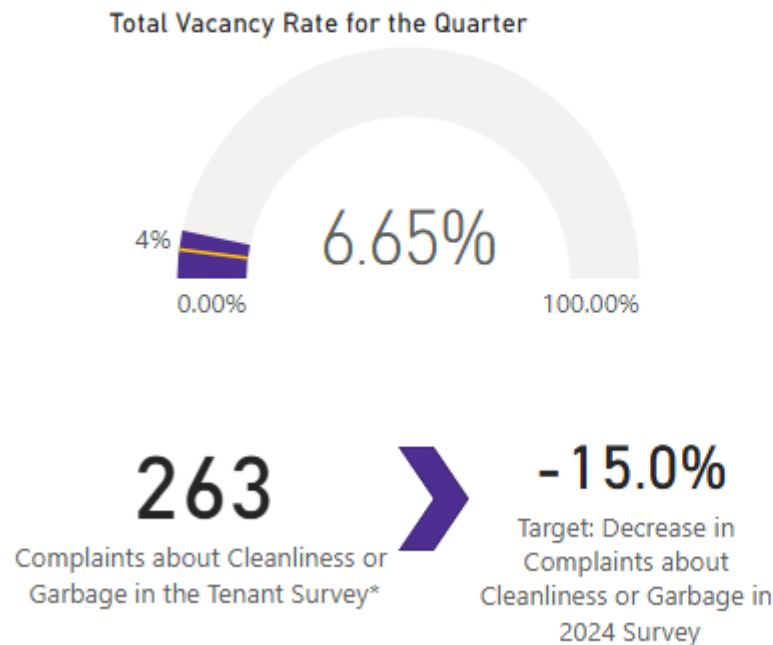
Utility costs (Gas and Electricity) were \$219,100 lower than budget as a result of lower consumption levels experienced partially due to warmer and shorter winter conditions, and the impact of energy efficiency measures implemented across the housing portfolio.



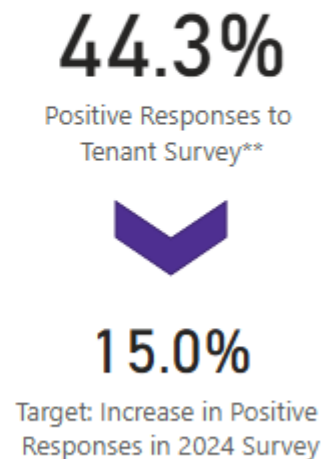
Key Performance Indicators

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



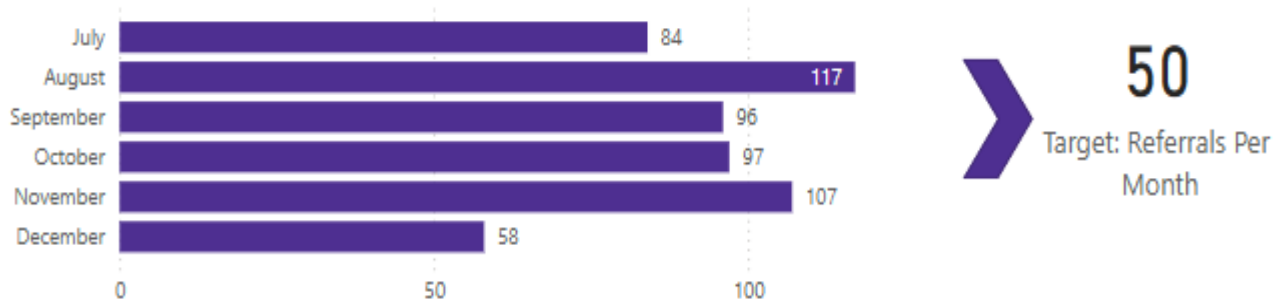
Vacancies in TBDSSAB-owned housing units occur throughout the year as tenants leave community housing or are transferred into other community housing units. Once a tenant moves out, the unit is assessed, and necessary repairs are made. Effective turnaround processes are important to ensure those individuals 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 6.65%, an increase from the Q3 vacancy rate of 6.30%; 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 a follow up survey was completed in 2024.



To create vibrant communities for tenants through engagement and collaboration with community partners

Tenant Referrals Made to Services by Month



Community Partners with Services in Properties by Month



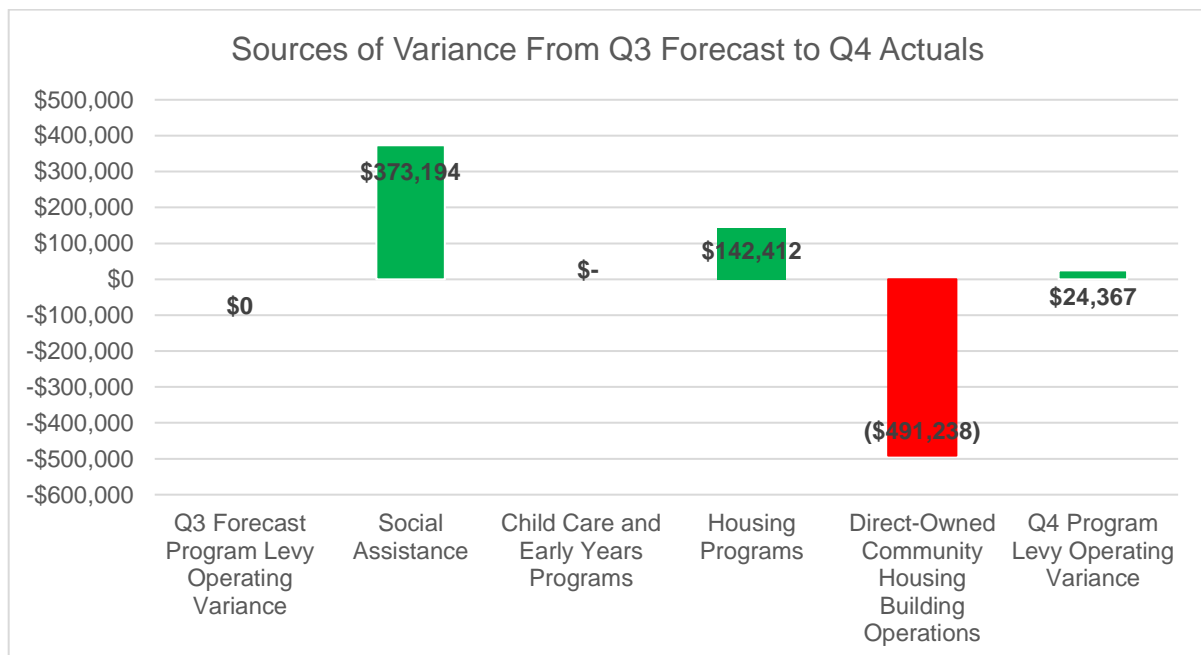
A high level of referrals from Tenant Support Workers to external agencies for supports continues versus the target. The number of agencies providing direct services within TBDSSAB properties remains consistent at a level slightly below target.



CONCLUSION

The 2024 Third Quarter Financial Report identified a forecast program levy operating surplus of \$0 with the Direct-Owned Community Housing Building Operations projected deficit of \$384,900 being offset by favourable variances within Community Housing Programs (\$254,900), Social Assistance (\$45,200) and Childcare and Early Years Programs (84,800).

Through the 2024 Fourth Quarter Financial Report, TBDSSAB incurred a program levy operating favourable variance of \$24,367 for the 2024 year. The chart below summarizes the change from Q3 estimates to Q4 actuals, by program.





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

2024 FOURTH QUARTER FINANCIAL REPORT

Capital Budget



INTRODUCTION

On December 19, 2024, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2024 Capital Budget totaling \$5,045,000. All 65 projects were identified as individual capital projects in the direct-owned community housing portfolio with no identified projects for the TBDSSAB Headquarters.

In 2024, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, and the Canada-Ontario Community Housing Initiative (COCHI).

Also, subsequent to the 2023 year-end process, the Chief Executive Officer (CEO) approved 98 capital projects, totaling \$3,894,827, from the 2023 Capital Budget to be carried forward into 2024.

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.

2024 FOURTH QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the 12-month period ending December 31, 2024, this Report provides an indication of TBDSSAB's financial status in relation to the 2024 approved Capital Budget.

Overall, in 2024, TBDSSAB spent \$1,909,015 on capital projects (2024 Approved Capital Budget and Carryforward projects) and will carryforward \$4,425,215 (eighty-five (85) capital projects) into 2025.

A. Prior Year Carryforward Projects

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 CEO.

In that regard, through the 2023 year-end process, the CEO approved the carryforward of ninety-eight (98) capital projects totaling \$3,894,827. At December 31, 2024, TBDSSAB had spent \$1,288,833 related to the capital carryforward projects, completing thirty-two (32) projects. Of the remaining sixty-six (66) projects:

- Seventeen (17) have construction started with work continuing in 2025;
- Thirty nine (39) are being reviewed and will be tendered in 2025; and
- Ten (10) were cancelled.

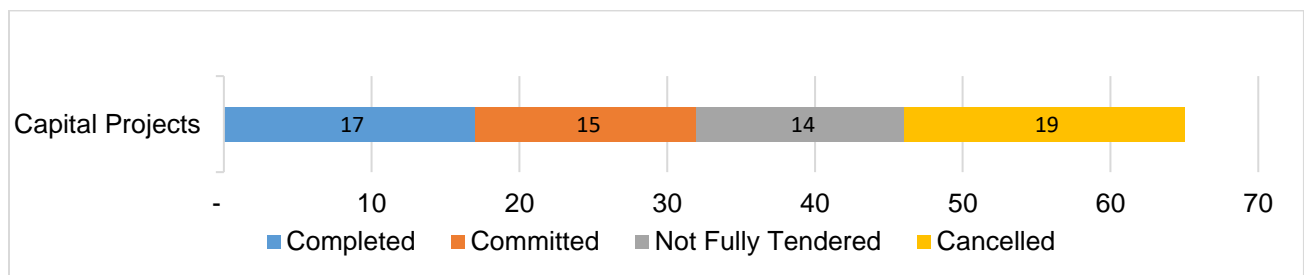
A total of \$2,243,223 has been carried forward into 2025.



B. 2024 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects totaling \$4,845,000. 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, 2024, \$620,181 or 12.8% of the approved capital budget was spent against the approved projects. However, a further \$437,885 was committed to fifteen (15) projects and carried forward to be completed in 2025. Fourteen (14) projects totaling \$1,744,107 had not been tendered, however it was determined the projects were required and have been carried forward to 2025.



Highlights of Completed Projects:

- Andras Court. Elevator modernizations as well as sprinkler system upgrade;
- Jasper Place. Backup generator upgrade;
- Assef Court. Existing doors, original to the building, were replaced with new doors;
- Clark Tower. Existing doors, original to the building, were replaced with new doors; and
- Limbrick Place. Replacement of roof for three blocks.

Although significant work has been completed on the 2024 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, twenty-nine (29) of the projects will be carried into 2025.

CONCLUSION

At December 31, 2024, fifty-five (55) of the ninety-eight (98) capital projects carried forward from the prior year were completed, in progress, or cancelled. Of the sixty-five (65) projects approved in the 2024 Capital Budget, fifty-one (51) were completed, in progress, or cancelled.



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

Fiduciary Responsibility Checklist

Year: 2024


[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	✓	✓			This program has ended
Ontario Priorities Housing Initiative Report	✓		✓	✓	
Homelessness Prevention Program 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-25
Date


Chief Executive Officer 10-Apr-25
Date

The District of Thunder Bay Social Services Administration Board
Distribution of the 2024 Program Levy Operating Surplus by Municipality

Municipality	2024 Weighted Assessment \$	(%)	Option 1 Distribution \$	Option 2 Distribution \$
Conmee	73,795,375	0.3641%	89	-
Dorion	52,576,859	0.2594%	63	-
Gillies	42,129,207	0.2079%	51	-
Greenstone	786,222,994	3.8796%	945	-
Manitouwadge	52,339,119	0.2583%	63	-
Marathon	170,641,890	0.8420%	205	-
Neebing	365,263,297	1.8024%	439	-
Nipigon	103,899,376	0.5127%	125	-
O'Connor	80,496,566	0.3972%	97	-
Oliver & Paipoonge	919,777,620	4.5387%	1,106	-
Red Rock	41,564,712	0.2051%	50	-
Schreiber	47,090,121	0.2324%	57	-
Shuniah	838,990,981	4.1400%	1,009	-
Terrace Bay	120,625,895	0.5952%	145	-
Thunder Bay	14,213,492,840	70.1371%	17,090	-
TWOMO	2,356,443,992	11.6279%	2,833	-
Total	20,265,350,844	100.0000%	24,367	-



BOARD REPORT

REPORT No.: 2025-14

MEETING DATE: APRIL 17, 2025

SUBJECT: 2024 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 2024 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 2024 year:

	Fair Market Value		
	TD (\$)	Encasa (\$)	Total (\$)
Opening Balance	22,558,616	9,169,964	31,728,580
Deposits	-	-	-
Withdrawals	-	-	-
Change in Value	1,927,609	383,318	2,310,927
Ending Balance	24,486,225	9,553,282	34,039,507
Return on Investment	8.5%	4.2%	7.3%

The fair market value (FMV) of investments at December 31, 2024 is \$34,039,507 (2023: \$31,728,580) compared to the book value (cost) of \$32,780,634 (2023: \$32,260,181). Overall, the FMV of investments increased by \$2,310,927 (7.3%) during 2024. Attachment #1 shows the FMV of investments over the past ten (10) years.

The portfolio book value is \$9,636,159 less than the total reserve fund balance of \$42,416,793 as indicated in Report No. 2025-12AGM 2024 Audited Consolidated Financial Statements. This difference is currently on deposit in the bank, earning interest (prime less 1.7 = 3.5% in January 2025). 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 2025 Capital Budget, and capital carryforward from prior years' approved projects, Administration recommends leaving these funds on deposit for 2025 and re-evaluate next year.

The investment strategy approved by the Board includes the recognition that the priority of the investment portfolio is to generate income, while at the same time, preserving capital. As at December 31, 2024, the asset mix of TBDSSAB investments was as follows:

Component	TD		Encasa		Total	
	FMV (\$)	%	FMV (\$)	%	FMV (\$)	%
Fixed Income	17,233,898	70%	9,553,282	100%	26,787,180	79%
Equities	7,252,327	30%	-	0%	7,252,327	21%
Total	24,486,225		9,553,282		34,039,507	

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
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
2024	7.3%	18.0%	\$1,528,731

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 2024 investment portfolio performance is reflected in the 2024 Consolidated TBDSSAB Financial Statements.



CONCLUSION

It is concluded that all investments in 2024 were consistent with the Investment Policy and goals approved by the Board.

REFERENCE MATERIALS

Attachment #1

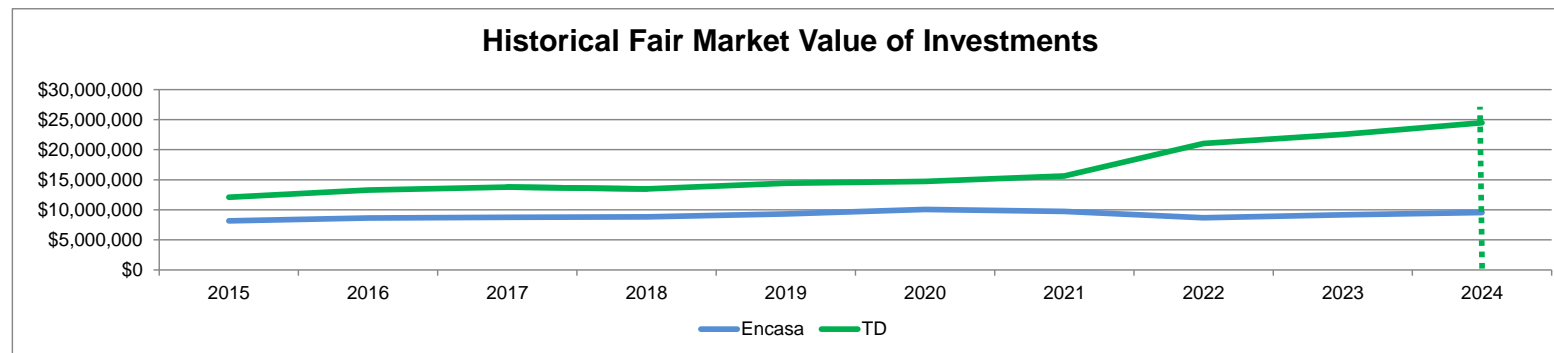
[Historical Investment Portfolio Summary](#)

PREPARED BY:	Tafadzwa Mukubvu, CPA, Manager, Finance
SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

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

TD	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
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	24,486,225
Change in FMV	(424,340)	909,757	502,188	(326,074)	951,529	312,501	909,819	(919,043)	1,533,625	1,927,609
	<i>n/a</i>	7.5%	3.8%	-2.4%	7.1%	2.2%	6.2%	-4.2%	7.3%	8.5%

Encasa	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
FMV	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	9,553,282
Change in FMV	123,323	469,226	130,675	66,961	505,500	724,150	(315,107)	(1,079,660)	501,491	383,318
	1.5%	5.7%	1.5%	0.8%	5.7%	7.8%	-3.1%	-11.1%	5.8%	4.2%





Memorandum

Date: March 27, 2025
To: Members of the Board
From: Tafadzwa Mukubvu, CPA, Manager, Finance
Subject: **Certificate of Incumbency**

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

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

Sincerely,

Tafadzwa Mukubvu, CPA
Manager, Finance

Attachment #1 [Certificate of Incumbency](#)

CERTIFICATE OF INCUMBENCY

TO:

I, Ken Ranta, the undersigned Secretary and Chief Executive Officer, of The District of Thunder Bay Social Services Administration Board, (hereinafter referred to as the "Corporation"), hereby certify the following to be duly elected or appointed officers and directors of the Corporation and the respective genuine signatures of each, as of the date hereof, opposite his/her name:

DIRECTORS

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

OFFICERS

CHAIR
HAMILTON, Brian

VICE-CHAIR
VEZINA, Jim

SECRETARY,
CHIEF EXECUTIVE OFFICER
RANTA, Ken

DATED at Thunder Bay this _____ day of _____, 2025.

THE DISTRICT OF THUNDER BAY SOCIAL
SERVICED ADMINISTRATION BOARD

Per: _____

Name: Ken Ranta

Title: Chief Executive Officer

I have the Authority to bind the Corporation

I, the undersigned, Brian Hamilton, Chair of the Corporation, hereby certify that Ken Ranta is the Secretary and Chief Executive Officer of the Corporation and that the signature opposite his name is his true signature.

DATED at Thunder Bay this _____ day of _____, 2025.

THE DISTRICT OF THUNDER BAY SOCIAL
SERVICED ADMINISTRATION BOARD

Per: _____

Name: Brian Hamilton

Title: Chair

I have the Authority to bind the Corporation



Memorandum

Date: March 24, 2025
To: Members of the Board
From: Georgina Daniels, FCPA, FCA, Director, Corporate Services
Subject: **Vale Community Centre Update**

As a result of the direction received through RPT 2023CS-09, Vale Community Centre Site, Lease Expiry, (Closed Session Report), Administration has worked to further the divestment of the Vale Community Centre site.

An Expression of Interest (EOI) relative to the disposition of the property was issued in 2024 that included the following criteria:

- Planned use of the site, including full details of the implications for and value for the neighbourhood;
- Estimated timelines for transfer, if successful;
- Financial bid for the property's acquisition, or other financial implications/proposals for the property's acquisition including future capital investments that would be made by the submitter.

As a result of the EOI process and subsequent review of submissions, Administration engaged in further discussions with the Keewatinook Okimakanak Board of Education (KOBE). These discussions resulted in an agreement relative to the transfer of the property, which met all the identified criteria. The transfer of the property closed on March 21, 2025.

The original plan was for the property to be transferred by the end of 2024; with this slight extension into 2025, and to be consistent with the financial plan for costs related to this property, the following is provided for the Board's consideration:

THAT we, The District of Thunder Bay Social Services Administration Board, approve up to \$30,000 for costs associated with the Vale Community Centre property be financed from the Levy Stabilization Reserve Fund.

Sincerely,

Georgina Daniels, FCPA, FCA
Director, Corporate Services Division

GD/dlh



BOARD REPORT

REPORT No.: 2025-15

MEETING DATE: APRIL 17, 2025

SUBJECT: FIRST REPORT – 167 GREENMANTLE DRIVE (NIPIGON) DIRECT-OWNED HOUSING PROPERTY OPTIONS

RECOMMENDATION

THAT with respect to Report No. 2025-15, (Corporate Services and Integrated Social Services Divisions), we The District of Thunder Bay Social Services Administration Board approve the receipt of the FIRST REPORT – 167 Greenmantle Drive, Nipigon, ON Direct-Owned Housing Property Options;

AND THAT the Board directs Administration to prepare a report with an action plan to explore options for the property to be presented at a Board meeting in the fall 2025.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with a report outlining options for the direct-owned housing property destroyed by fire.

BACKGROUND

On July 19, 2024, fire destroyed the TBDSSAB direct-owned 4-bedroom, single family home at 167 Greenmantle Drive in Nipigon, ON. Based on the damage suffered during the fire, TBDSSAB's insurance adjuster determined the housing unit should be demolished. The demolition was performed on August 26, 2024. This property is zoned for low density residential. The property is approximately sixty (60) feet wide and one hundred twenty (120) feet deep.

Report No. 2025-10, 10-Year Housing and Homelessness Plan – Housing Targets Final Update was provided at the March 20, 2025, Board meeting, identifying various trends and analysis to be used to inform direction and strategy in addressing social and affordable housing need throughout the District of Thunder Bay. In particular, it is anticipated that by 2034, relative to current housing stock levels, TBDSSAB would require 323 additional units throughout the District of Thunder Bay to maintain a waitlist of 25% of current stock.

COMMENTS

The following program considerations were reviewed for the property:

1. The current rent-geared-to-income (RGI) housing demand in Nipigon is limited, with a total of nine (9) applicant households on the current RGI housing waitlist for a four-bedroom unit. The majority of the applications are for one and two-bedroom units that range in need from twenty-four (24) to sixty-one (61) applicants.
2. Based on trends from past data, and as provided in Report No. 2025-10, relative to housing targets for Nipigon, it is anticipated that the future demand will continue to be targeted at one-bedroom units, with a reduced need for two plus bedroom homes. Further, it is anticipated that by 2034, an additional seven (7) one-bedroom units would be required in Nipigon to maintain a waitlist of 25% of current stock.

Options

Based on the program considerations, the following options are being considered:

1. Replace Destroyed property. The destroyed property was a four-bedroom, family unit located within a residential setting. The neighbourhood is a family style street, with multiple TBDSSAB units and private homeowner mix of exclusively single detached homes. Like for like replacement would be eligible for insurance coverage in accordance with the insurance policy.
2. Redevelop Property. The property could be redeveloped into a multi-unit building, e.g. Duplex, three-plex or four-plex building. The current zoning of this property would support redevelopment of a duplex or three-plex unit. Other multi-unit options could be considered but would require a rezoning process. Enhancing the density would be consistent with the housing target data and projections for Nipigon.
3. Sell land. The property could be sold, and proceeds held in the Capital Redevelopment Reserve Fund for future redevelopment of housing stock.

The best fit for the neighbourhood should also be considered when determining the desired outcome for the property.

Further Information Required

To fully evaluate options for the property, the following information is still required:

- cost limits under TBDSSAB's insurance policy for replacement of the property;
- a buy-out price for the property under TBDSSAB's insurance policy if the property is not replaced; and
- costs associated with redevelopment of a duplex, three-plex or other options.

STRATEGIC PLAN IMPACT

This report supports the previous TBDSSAB Strategic Plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing support, and the current TBDSSAB Strategic Plan vision of humanizing human services.

FINANCIAL IMPLICATIONS

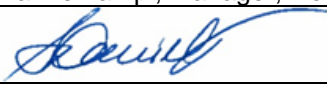
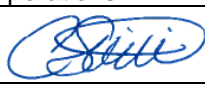

The financial implications will be presented in the subsequent Board Report based on the recommended option for the property.

CONCLUSION

It is concluded that options for the direct-owned housing property should be based on program needs balanced with the financial considerations of each development option.

REFERENCE MATERIALS

None.

PREPARED BY:	Marty Farough, Manager, Infrastructure & Asset Management Dianne Lampi, Manager, Housing Operations
SIGNATURE	 
APPROVED BY	Georgina Daniels, FCPA, FCA, Director, Corporate Services Crystal Simeoni, Director, Integrated Social Services
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



Memorandum

Date: March 27, 2025
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Northern Ontario Service Deliverers' Association Annual General Meeting Attendance 2025**

The Northern Ontario Service Deliverers Association (NOSDA) 2025 Annual General Meeting (AGM) is scheduled to be held in Sault Ste. Marie, Ontario on June 3, 4, 5, 2025. Each DSSAB is allowed to appoint two individuals to serve as Members of NOSDA, with one Member being the Chair of TBDSSAB. These two members will be the voting delegates for the Business portion of the AGM.

It is recommended that the Board approve the TBDSSAB Board Chair and one other TBDSSAB Member to represent the Board as Members of NOSDA and to attend the AGM. It is further recommended that two alternate delegates from the Board be selected to attend should the Chair or other Member not be available.

In addition, the election of all three executive members (the Chair and two Vice-Chairs) for NOSDA will take place at the AGM. Therefore the two members selected by TBDSSAB may be nominated, or self nominated for the position of Chair or Vice Chair of the NOSDA Corporation.

The following resolution will be presented at the April 17, 2025 Board meeting to select TBDSSAB representation at the meeting.

"THAT with respect to the Northern Ontario Service Deliverers Association 2025 Annual General Meeting, the following Members of the Board are appointed to serve as Members of NOSDA and to attend as voting delegates:

1. Brian Hamilton 2. _____

AND THAT if the Chair is unable to attend, the following Members will be contacted to attend as voting delegates in the Chair's place:

1. _____ 2. _____



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

AND THAT the following nominations for the 2025 NOSDA Executive are as follows:

NOSDA Chair: _____

NOSDA Vice-Chair: _____

NOSDA Vice-Chair: _____

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

Attachment

[NOSDA Letter and Nomination Forms](#)



March 6, 2025

SENT VIA E-MAIL: Board.Chair@tbdssab.ca

**Mr. Jim Vezina,
Board Chair Thunder Bay DSSAB
231 May Street South
Tunder Bay ON P7E 1B5
Dear Mr Hamilton**

RE: 2025 NOSDA Membership & Executive

The Northern Ontario Service Deliverers Association is holding its 2025 Annual General Meeting at the Delta Waterfront Hotel in Sault Ste Marie June 3-5, 2025.

In accordance with the by-law section 4.01 each DSSAB and the City of Greater Sudbury “shall be entitled to appoint two (2) individuals to serve as Members of the Corporation, one of whom shall be the chair of such DSSAB or its Member-Designate, and one of whom shall be a municipal councillor or an elected official from a territory without municipal organization sitting as a member of a DSSAB”.

Also section 4.02 of the by-law states “each member shall serve for a term equivalent to their term of office as a member of the DSSAB that such Member serves. A Member shall cease automatically to be a Member upon the expiry or termination of their term as a member of the DSSAB that such Member serves”.

Selection of NOSDA Members

We would ask the Chair and the DSSAB Board to select their (2) two individuals to serve as members of NOSDA.

NOSDA: The Authoritative Voice for Human Services in Northern Ontario

Nominations for NOSDA Executive

In addition, this year all three executive members being the Chair and (2) two Vice-Chairs are up for election. This means that one or both of the individuals selected to serve as members of NOSDA from the Thunder Bay DSSAB nominate themselves or be nominated for the position of Chair or Vice Chair of NOSDA.

Please see attached NOSDA Member Selection Form and Executive Nomination Form.

If you have any questions or require further clarification, please contact Fern Dominelli, NOSDA Executive Director at 705-665-2944 or fern.dominelli@nosda.net.

Sincerely,



NOSDA Executive Director

c.c. Ken Ranta , CEO ken.ranta@tbdssab.ca



NOSDA

2025 NOSDA Member Selection

The _____ selects the following (2)
two individuals to serve as members of NOSDA.

Member # 1

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Member # 2

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Authorized by:

DSSAB Board Chair: _____
Print Name Signature

Date: _____

Please return to Fern Dominelli, NOSDA Executive Director 705-665-2944

Email to: fern.dominelli@nosda.net



NOSDA

2025 NOSDA Executive Nomination

I, _____ nominate _____

a NOSDA member in good standing for the position of

☐

NOSDA Chair

☐

NOSDA Vice-Chair

Nomination

Members Name: _____

Email Address: _____

Phone #: _____

Representing: _____

Nominated by: _____
Nominated by Signature

Date: _____

Please return to Fern Dominelli, NOSDA Executive Director 705-665-2944

Email to: fern.dominelli@nosda.net



Memorandum

Date: April 3, 2025
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Appointment to the Homelessness Prevention Program Advisory Table**

Ken Boshcoff, Board Member has advised Administration that he will be stepping away from his position on the TBDSSAB Homelessness Prevention Program Advisory Table effective April 3, 2025.

The vacant position on the HPP Advisory Table will need to be filled according to the TBDSSAB Policy #BRD-01:97 – Terms of Reference Homelessness Prevention Program Advisory Table.

Administration recommends that nominations be sought and an election held at the April 17, 2025 Board Meeting to fill the position noted above. Following the nomination process the following Resolution will be presented to the Board for consideration.

THAT the following Member of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, effective April 17, 2025, for the term ending December 31, 2025:

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

Attachment #1 [Policy #BRD-01:97 – Terms of Reference Homelessness Prevention Program Advisory Table](#)

POLICY	SECTION BOARD – GENERAL
	SUBJECT TERMS OF REFERENCE - HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE

AUTHORITY

Governance & Procedural By-law 03-2021
BRD-01:62 Board Committee and Advisory Tables
TBDSSAB Resolution No. 17/46.

INTENT OF POLICY

The purpose of The District of Thunder Bay Social Services Administration Board's (TBDSSAB or the Board) Homelessness Prevention Program (HPP) Advisory Table is to meet in order to review current HPPs and funding allocations and to identify new opportunities to assist the Board in meeting its obligations under the HPP Guidelines and Service Agreement.

The Board Governance and Procedure By-law (Section 14) states that an Advisory Table may be established by the Board to examine, develop, administer, implement, report upon and recommend initiatives and programs of the TBDSSAB within the jurisdiction of the Board.

POLICY**MEMBERSHIP / STRUCTURE**

The composition of the HPP Advisory Table may include members of the Board, members of District municipal councils and members of the general public. The Table shall be comprised of the following membership:

- Maximum of two members of the Board, appointed by the Board;
- Maximum of six Stakeholder members comprised of members of District municipal councils and members of the community with broad experience in housing and homelessness;
- Chief Executive Officer (CEO) (ex-officio);
- Director, Integrated Social Services Division;
- Manager, Housing & Homelessness Programs;
- Two additional staff as determined by the CEO.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg – 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg – 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (Hskpg-2023Dec6) Apr29/24 (Hskpg)

SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE
-----------------------------------	---------------------------------------------------------------------------------------------

The Table shall have a maximum membership of 13 people and a minimum of seven people. Meeting quorum shall be 50% + 1 of the appointed membership. The Table will be chaired by the Director, Integrated Social Services Division.

Notice of nominations for the Stakeholder positions will be distributed broadly. Nominations will be reviewed and selected by the Table Chair in consultation with the CEO and any Board members chosen to sit on the Table.

The Table shall be established for a two-year term (January – December).

Continuation of the Table will be at the discretion of the Board.

Staff resources, as ex-officio members, required to support the work of the table will be determined by the Table Chair in consultation with the CEO.

FREQUENCY OF MEETINGS

The HPP Advisory Table will meet on a semi-annual basis or on an exceptional basis as required, at the discretion of the Chair. Meeting dates will be established to meet the information and reporting requirements of the Board and the HPP. Meetings will be held at the TBDSSAB headquarters or via e-meeting platforms, at the discretion of the Chair.

Minutes of the HPP Advisory Table will be recorded and submitted to the Board as a whole for information only.

MANDATE OF THE COMMITTEE

Knowledge

- The Table members shall keep abreast of any significant developments in the fields of Community Housing, Affordable Housing, Homelessness Prevention and HPP guidelines.
- The Table members shall be aware of TBDSSAB's 10-Year Housing and Homelessness Plan and reference this plan in the context of HPP initiatives.
- The Table shall be made aware of operational and fiscal implications of any new provincial government directives, initiatives, or changes to relevant legislation and regulations.

Risk Management

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (2023Dec6-Hskpg) Apr29/24 (Hskpg)

PAGE

2 of 4

SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE
-----------------------------------	---------------------------------------------------------------------------------------------

- The Table may be advised of any significant problems arising out of the management of the HPP administered by TBDSSAB and delivered by external organizations.

Proposals

- The Table may review and provide input on Administration's proposals to the Board regarding the use of HPP funding allocations received by TBDSSAB. These proposals may address service gaps or respond to strategic social and affordable housing directions.

Advocacy

- The Table will be apprised of any systemic issues and barriers impacting on the local service delivery system and the availability and accessibility to affordable housing. The Table may make recommendations to the Board for advocacy initiatives to address these issues and barriers.

Research and Development

- The Table will be kept abreast of any stakeholder collaborations being conducted by TBDSSAB staff to identify issues and improve the community housing delivery system service related to the HPP.
- The Table will review information and provide feedback on provincial and federal government homelessness prevention and housing policies, programs, funding and procedures related to the HPP.
- Other matters as delegated to the Table by the Board.

REMUNERATION

The HPP Advisory Table membership shall not be remunerated for their participation and service on the Table in accordance with the Remuneration for Board Members Policy. However, if required, members will be reimbursed for travel, meal and accommodation expenses in accordance with the Travel and Business Expense Policy.

SECTION BOARD - GENERAL	SUBJECT TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE
-----------------------------------	---------------------------------------------------------------------------------------------

CONFLICT OF INTEREST

All members of the HPP Advisory Table are required to declare to the Chair any real, potential or perceived conflict of interest arising in regard to any matter under discussion by the Table.

CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

Confidentiality, communications and consultation require balancing among the following objectives:

- Provide a confidential forum for open discussion that enables broad consideration of a range of issues and options.
- Open communication with the broader housing sector concerning community housing and homelessness matters.
- Opportunities for broader input and engagement on specific issues to enhance the work undertaken by the Table.

In order to create a climate of open dialogue, members must keep detailed conversations at the Table confidential. However, recognizing the importance of multiple perspectives, participants will be encouraged to discuss the broad themes with relevant contacts in their respective organizations and communities.

There will be issues under consideration of the Table that may benefit from a broader consultation process. The Board will welcome advice from the Table on which issues would benefit from broader consultation. Consultation activities will be led by TBDSSAB Administration.

Members agree that materials used to support and facilitate the discussions are working documents, and that their distribution will be limited to the Table membership.

All materials produced by the Table, including research analysis, reports and advice, remain the property of TBDSSAB.

Documents related to the work or support for the Table will be subject to the provisions of the *Freedom of Information and Protection of Privacy Act* and the *Municipal Freedom of Information and Protection of Privacy Act*.

All Table members will be required to sign a Confidentiality Agreement.

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14) (Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4) (2023Dec6-Hskpg) Apr29/24 (Hskpg)

PAGE

4 of 4

TBDSSAB #BRD-01:97

SECTION

BOARD - GENERAL

SUBJECT

**TERMS OF REFERENCE
HOMELESSNESS PREVENTION
PROGRAM ADVISORY TABLE**

RELATED POLICIES AND PROCEDURES

BRD-01:61 Board Members Conflict of Interest

BRD-01:82 Remuneration for Board Members

BRD-01:103 – Board Members, Non-Members of Board Committees and Advisory
Tables Code of Conduct

CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:

April 20, 2017

REVISION DATE(S): (Hskpg 2017May17 Add Policy) (Hskpg-
2018Dec-Titles) (Term amended-2019Jan10)(Hskpg 2020Dec14)
(Bylaw and Policy update 2021Feb2) (Hskpg – 2022Apr4)
(2023Dec6-Hskpg) Apr29/24 (Hskpg)

PAGE

5 of 4



Memorandum

Date: April 4, 2021
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **2024 Annual Report**

Administration has prepared the 2024 Annual Report for the Board's review and will submit the following Resolution to the Board at the April 17, 2025 Board Meeting for the Board's consideration:

THAT with respect to the memorandum dated April 4, 2025 from Ken Ranta, Chief Executive Office, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB) approve the 2024 Annual Report as presented;

AND THAT the 2024 Annual Report be posted to the TBDSSAB website and a notification be sent to partners and stakeholders.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/cl

Attachment #1 [TBDSSAB 2024 Annual Report](#)

Dignity, Respect & Quality of Life

Annual Report | 2024



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD



DSSABs Created by Ontario.
37 Consolidated Municipal
Service Managers and 10
District Social Services
Administration Boards.

Delivery of Ontario Works transferred
to DSSABs / CMSMs.

TBDSSAB initially does not hire staff
directly, but contracts with 4 municipalities
to deliver service.

Housing service system
management transferred
to DSSABs/CMSMs.

Incorporated
Bay District
(TBDHC)
as sole sh

1999

2000

Child Care system
management transferred to
DSSABs/ CMSMs.

Contents:

2024 Highlights	1
Message from the Chair	2
Message from the CEO	3
About Us	4
Our Team	5
Our Board	6
Program Highlights	8
Intake & Eligibility	8
Social Assistance Programs	10
Child Care & Early Years	12
Housing Operations	14
Housing & Homelessness Programs	16
Capital Projects	18
Financial Position	19

2024 Highlights

4.26

Transitional
Housing projects
announced
>> Page 16



4.18

TBDSSAB
Celebrates 25
Years:
1999 - 2024



9.27

Bill Bradica
retires as
TBDSSAB's
Chief Executive
Officer. Ken
Ranta becomes
CEO, effective
September 28.



5.02

Nominee: Thunder Bay
Chamber of Commerce Non-
Profit Excellence Award



10.23+24

Child Care
Worker & Early
Childhood
Educator
Appreciation Day
>> Page 12

12.17

Transitional
Housing projects
announced
>> Page 16



Message from the Chair

On behalf of the TBDSSAB Board of Directors, I am pleased to present the 2024 Annual Report.

My first year as TBDSSAB Chair has been a great learning opportunity. I am grateful to my fellow Board members, the CEO, staff, and community partners for the important work you do to support the most vulnerable in our communities.

This year's annual report represents a year of change and growth for TBDSSAB. Here are some highlights:

- This year was the start of the 2024-2027 Strategic Plan.
- In January, the Board welcomed a new Chair and Vice Chair.
- TBDSSAB celebrated 25 Years in April (1999-2024).
- The organization transitioned to a new CEO in September.

Thank you to our community for being in our corner throughout 2024. I know we will continue to do great things in the year ahead.

Brian Hamilton
Chair, TBDSSAB Board of Directors



Message from the CEO

As we look back on 2024, I want to thank the Board, Staff, and Community Partners for working together to meet the needs of people in our community.

This past year was one of transformation for TBDSSAB, and the 2024 Annual Report condenses a year of significant change in a small package. As a team, we celebrated many accomplishments, community partnerships, and growth.

The accomplishments included in this report are the result of having an amazing group of people on team TBDSSAB.

As you flip through the rest of this document, you will find the usual statistics and financial information. But beyond that, you will find stories of resilience, hope, and human connection. People are at the heart of everything we do.

As we close the chapter on 2024, we look forward to even greater success in supporting those we serve in 2025.

Ken Ranta
Chief Executive Officer



About Us

Who We Are, What We Do

Mission

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

What We Aspire To Be

Vision

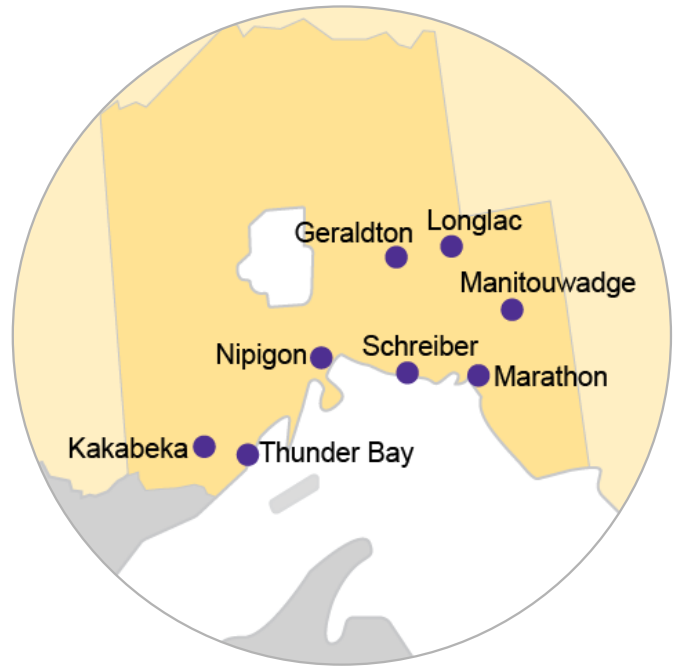
TBDSSAB provides quality services within the context of a commitment to social justice and recognition of people's potential to achieve self-sufficiency.

What We Live By

Values

At TBDSSAB, we:

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



TBDSSAB was established by the Province of Ontario on April 1, 1999 through the enactment of the District Social Services Administration Board (DSSAB) Act. It is one of 47 service managers mandated by the Province to deliver social services.

Our service District includes 15 municipalities which appoint representatives to our Board of Directors through their municipal Councils. As well, the Board of Directors includes an elected representative from the Territories without Municipal Organization.

There are eight TBDSSAB offices across the District.

Our Team

At TBDSSAB, we believe in taking care of the people who are busy taking care of others. That's why we are building a culture of inclusion, belonging, and wellbeing.



Bill Bradica & Ken Ranta,
past and present CEO.

Leadership Changes

Bill Bradica, long-time CEO of TBDSSAB, announced his retirement in early 2024. Ken Ranta took over as CEO in September 2024. Ken previously served as Director of Integrated Social Services and brings extensive experience to lead TBDSSAB forward.

Team Players

We aim to foster a sense of community, both in our day to day work and the causes we support.

- In 2024, our team raised and donated \$10,623 for United Way Thunder Bay.
- Staff participation in internal committees with a focus on Wellness and Recognition,

Inclusion, Health & Safety, and Accessibility.

Staff Training

TBDSSAB staff complete mandatory training on an annual basis, with additional training topics offered each year. In 2024, some training included:

- Diversity, Equity, Inclusion and Belonging
- Crisis Prevention & Intervention
- Vicarious Trauma Care
- Handling Difficult Conversations

2024 Highlights

- **171** TBDSSAB Staff
- **18** staff celebrated years of service milestones ranging from 5-35 years at TBDSSAB

Our Board



Brian Hamilton,
Chair, 2024 (Left)
City of Thunder Bay

Jim Moffat
Vice-Chair, 2024 (Right)
Township of Manitouwadge



Albert Aiello
City of Thunder Bay



Anne-Marie Bourgeault
Township of Schreiber



Ken Boshcoff
City of Thunder Bay



Meghan Chomut
Township of Shuniah



Kasey Etreni
City of Thunder Bay



Greg Johnsen
City of Thunder Bay



Kathleen Lynch
Territory Without
Municipal Organization



Elaine Mannisto
Municipality of
Greenstone



Dominic Pasqualino
City of Thunder Bay



Mark Thibert
Municipality of Neebing



Jim Vezina
Township of O'Connor

Nancy Gladun
(Jan 1 - Jun 30)

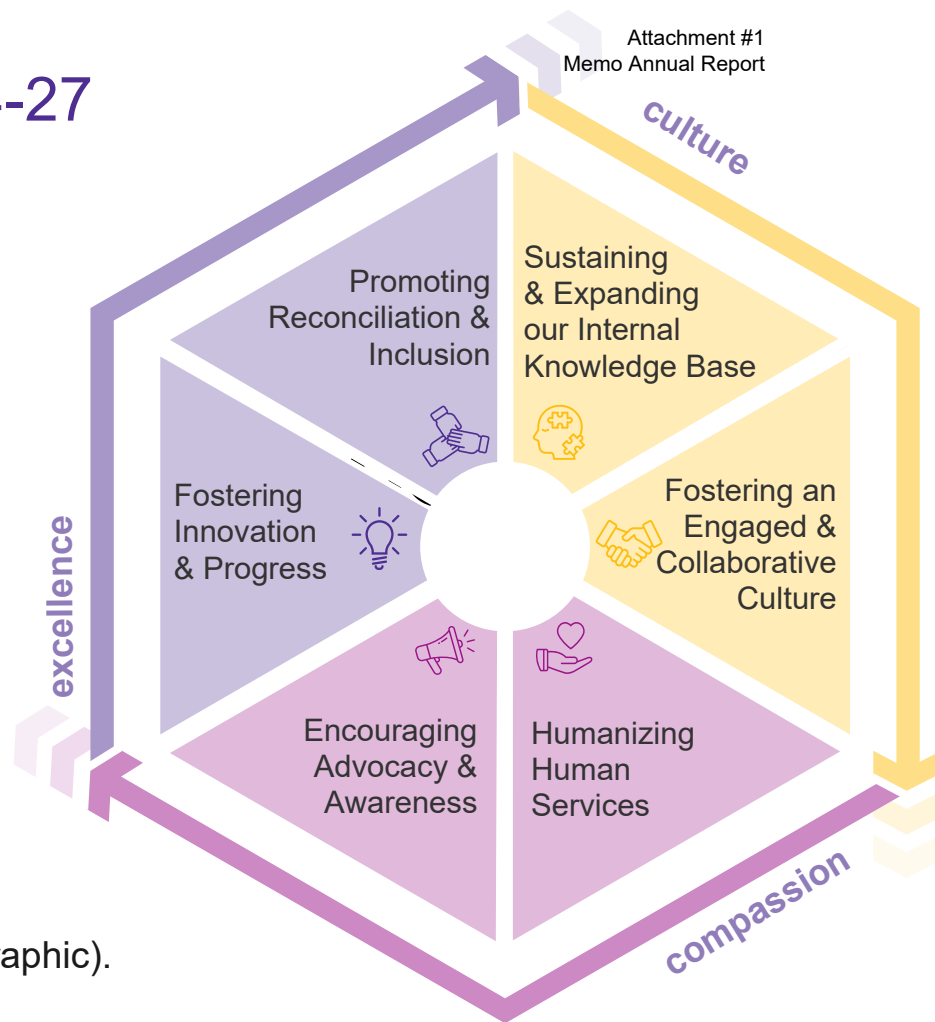
Denis Nault
(Sep 1 - Dec 16)

Township of Red Rock

Strategic Plan 2024-27

TBDSSAB unveiled its new Strategic Plan in January 2024. Our Strategic Plan will guide the organization's objectives for the years 2024 to 2027.

The 2024-2027 Strategic Plan focuses on priority areas related to stabilized support services, an enhanced people-centered approach, and organizational excellence. To achieve this, TBDSSAB has set three strategic directions and six strategies for 2024-2027 (see graphic).



Advocacy

The Board is committed to ongoing advocacy in response to local service system needs. In 2024, nine 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.

2024 Highlights:

- **Ministry of Municipal Affairs and Housing:** The Board advocated for changes to funding formulas and information sharing related to Housing and Homelessness funding streams, to support ongoing and sustainable growth.
- **Solicitor General:** The Board advocated for a review of LTB wait times for community housing landlords to improve access to much needed housing units.
- **Ministry of Children, Community, and Social Services:** The Board advocated for increases to social assistance shelter rates.
- **Ministry of Education:** The Board advocated for funding and policy change to support current child care operators and enable expansion of spaces to address community needs.

Program Highlights

Intake & Eligibility

TBDSSAB's programs and services are accessed through our Intake & Eligibility team. We work with people to connect them with the services that best fit their needs. The Intake & Eligibility team manages wait lists and applications for TBDSSAB programs. Our team also has Outreach Workers in the community supporting homelessness.

Homelessness Outreach & Engagement

Transitional Outreach and Support Workers (TOSW) visit encampments weekly. From May to December 2024, TOSW made 609 engagements, which often include multiple visits to build relationships. Services include OW and ODSP information, assisting with housing applications and annual updates, referrals to health services, primary care providers, community case workers, food resources, shelters and assessing for emergency services.

2024 Highlights

- **4,512** calls received by Intake each month (average)
- **3,940** visitors to TBDSSAB HQ intake area each month (average)
- **76** TOSW engagements each month (average)



Intake & Eligibility staff,
December 2024.

Ashley's Story

Ashley has been on Ontario Works off and on since 2012. Earlier on in her journey with TBDSSAB, Ashley was housed and attending school. Over the last couple years, Ashley has struggled with substance use and homelessness. While staying in emergency shelter, Ashley has started making daily visits to the Thunder Bay office for support. Through the resources in the Intake area, she can make phone calls, use a computer, and get something to eat.

With the support of the Intake & Eligibility team and her Caseworker, Ashley is getting back



Ashley with Intake Worker, Kristy.

on track. She has successfully applied for ODSP and gotten back onto the housing wait list. She is hopeful about the future.

“My goal is to get back to school and take psychology courses,” says Ashley. “I am really looking forward to getting my own place again and hopefully starting school.”

Jeff's Story

Jeff recently moved into TBDSSAB housing. After dealing with regular basement flooding and health issues in his previous home, he finally decided it was time to find a new place to live. “Emotionally I was drained, and physically I wasn’t sure I could do it all,” says Jeff. “It was then that I applied for Rent-Geared-to-Income housing.”

Within a year, Jeff was offered a unit at a seniors’ building for 55+.

“I jumped at the opportunity,” says Jeff. “But moving was going to be a challenge.”

TBDSSAB staff worked with Jeff to arrange for movers. “The entire moving process went smooth as could be,” says Jeff. “I feel brand new, stress free, thanks to [TBDSSAB]. Especially to Isabel and Tiia whose help will not be forgotten. New beginnings, and a fresh start!”

Social Assistance Programs

TBDSSAB delivers Ontario Works for the District of Thunder Bay. Ontario Works is a provincial program that provides income support and case management. Our OW Caseworkers offer people the support or referrals they need to enter the workforce. We work closely with community partners to help our clients reach their personal and employment goals.

2024 Highlights

- **2,564** average monthly caseload, supporting 4,339 people
- **2,509** OW applications received (209 per month average)
- **225** emergency assistance applications
- **343** exits to employment (13% of caseload)

Employment Services Transformation (EST)

TBDSSAB is part of Phase Three implementation of the EST, beginning in April 2024. This transition is in partnership with the Ministry of Children, Community, and Social Services (MCCSS and the Ministry of Labour, Immigration, Training and Skills Development (MLITSD). Through 2024 and into 2025, information and planning will occur. A full launch of the new model takes effect March 1, 2025. With this change, the focus of TBDSSAB's work with social assistance clients no longer includes employment planning and will focus on case management and person-centered supports.

Access to Education

Confederation College continued to offer their Academic Career Entrance at headquarters. OW recipients can upgrade their secondary school upgrading through PLAR (prior learning assessment and recognition) to give credit to past schooling and life experience. Many of our recipients transfer to post-secondary courses upon achieving their General Education Diploma.

Mallorie's Story

Mallorie is best known at TBDSSAB for being part of our team in Schreiber. However, that's not where her journey with TBDSSAB began.

In 2020, Mallorie was unemployed and needed a place for her family to live. Though she had past work experience, she had spent several years as a full-time parent and decided to go back to school. Mallorie applied for Ontario Works to support her family.

"I resisted applying at first," says Mallorie. "It was a pride thing. But when I applied for OW, my kids and I needed a place to live... shelter allowance and basic needs. Basically, survival."

With support from family and her Caseworker, Lisa, Mallorie was able to put herself through school. She graduated with a Social Service Worker diploma in June 2023. Not long after, she applied for a position with TBDSSAB based in Schreiber. She was hired as 'District Transitional Outreach and Tenant Support Worker' in August 2023.



Mallorie with former Caseworker, now coworker, Lisa.

"Having that full-circle moment—my last meeting with Lisa as a client before working here—was unforgettable," says Mallorie.

"I understand where people are coming from, which helps me know what supports they might need. I want other people to have the same positive, supportive experience I had with TBDSSAB."

Child Care & Early Years Programs

TBDSSAB manages the child care and early years service system for the District of Thunder Bay. We fund and support licensed child care and EarlyON programs. TBDSSAB manages the child care waitlist for all licensed programs. Families can pay less for child care through fee subsidies and the Canada-Wide Early Learning and Child Care program (CWELCC).

2024 Highlights

- **2,393** children served in child care programs
- **458** children receiving fee subsidies
- **9,960** children served in EarlyON programs
- **25,670** EarlyON child visits

Celebrating Educators

Child Care Worker and Early Childhood Educator Appreciation Day fell on October 23, 2024. TBDSSAB provided free downloadable resources for families to thank the educators in their lives. Educators were gifted custom sweaters representing their pride in the profession.

As part of the recognition of CCW & ECE Appreciation Day, TBDSSAB hosted a full day professional learning session on October 24. The theme was “Inspiring Superior Connections in Early Childhood Education” and had over 370 attendees from across the district.



Top: Educators received sweaters with the four foundations (Belonging, Engagement, Expression, Wellbeing) in the shape of Lake Superior.

Bottom: Child Care Worker & ECE Appreciation Day 2024

Partners in Education

For several years, TBDSSAB has been working with Confederation College to invest in the next generation of early childhood educators (ECEs).

With a focus on recruitment and retention, the initiatives created through this partnership include:

- **Bursary Fund** for first- and second-year domestic students in the Early Childhood Education (ECE) program. In 2024, we awarded \$114,000 in bursaries.
- **Fast Track ECE Program** offered as a 15-month flexible-format to make it easier for those working in child care to get their ECE diploma. In 2024, 12 students graduated and another 13 registered for the 2024/25 school year.
- **ECE Mentorship** opportunities for students through TBDSSAB, where students are offered support, guidance, learning opportunities, and treated as the peers of educators already working in the field.

“Working in collaboration with the Child Care and Early Years



Professional Learning
day, October 2024

team at TBDSSAB has been a transformative experience for the professors in the ECE program at Confederation College,” says Carly Rich, ECE Program Coordinator.

“Our collaboration has allowed us to pool our resources, share best practices, and support each other in ways that make our work more impactful. It is a reminder that when we come together, we can achieve so much more than we could alone.

“We look forward to future projects and partnership opportunities that support the field of ECE and our community!”

Housing Operations

TBDSSAB is service system manager for community housing in the District of Thunder Bay. We provide rent-geared-to-income housing and manage a centralized housing wait list. Our Housing Operations team takes care of our tenants and properties. Our tenants have access to Tenant Support Workers (TSWs) if they need extra help staying healthy and housed.

2024 Highlights

- **497** new tenants housed
- **3,282** total community housing units supported
- **2,471** community housing units owned
- **7,735** TSW visits

2024 Tenant Survey

TBDSSAB tenants complete a Tenant Satisfaction Survey every two years. The 2024 survey results tell us that overall, tenants are happy with the helpfulness of TBDSSAB staff and the number of activities available. There was also a more positive response to seasonal maintenance questions compared to 2022.

Findings also showed that the three main areas that tenants reported needing more support included help with daily living (cleaning, laundry, organization), low-cost mental health and addictions supports, and food supports (budgeting, affordable options, preparing food).



TBDSSAB received \$2.96M in federal funding toward capital repairs on its housing portfolio. Story on page 18.

Katie's Story

Katie has been a TBDSSAB tenant since 2016. Born and raised in Thunder Bay, Katie started using substances at a very young age.

“For 15 years, I rode a rollercoaster of trying to get clean and falling back into addiction,” says Katie.

“I lost custody of my children multiple times, and by 2020, I had completely given up, signing over my rights to them. I was broken, lost, and exhausted from the cycle of addiction.”

Katie's turning point came in 2021. While in jail, she started her journey toward healing and recovery. Over the past four years, she has been rebuilding her life. Working with a recovery-focused organization, she completed an in-residence program as well as an 18-month leadership program. In 2024, that organization hired Katie full-time as a Community Support Worker.

Now celebrating nearly four years of continuous sobriety, Katie is passionate about helping others rebuild their lives.



“Today, I have my own home, a restored relationship with both of my children, and meaningful work where I can use my past to help others,” says Katie.

“To anyone struggling with addiction: Don't give up. Don't lose hope. You are not too far gone. There is a different path, and I am living proof of that. The road to recovery isn't easy, but it is absolutely worth it.”

Housing & Homelessness Programs

TBDSSAB is service system manager for homelessness prevention programs in the District of Thunder Bay. We work with community partners to fund programs that prevent or address homelessness. This includes the emergency shelter system. Our team also helps people afford their rent through rent supports and funding for the community housing system.

Transitional Housing

In 2024, TBDSSAB continued its strategy of investing in the development of transitional and long-term supportive housing options.

Through community partnerships, a combined total of 118 new transitional and long-term supportive spaces were funded in 2024 for those experiencing homelessness in the District of Thunder Bay. In April, we announced 52 spaces with Shelter House, Norwest Community Health Centres, Northern Linkage, St. Joseph's Care Group, Ontario Aboriginal Housing Services, and the Elizabeth Fry Society of Northwestern Ontario (EFSNWO). In December, we announced another 66 spaces with EFSNWO, Urban Abbey, and Alpha Court.

2024 Highlights

- **74** people housed from the High Needs Homeless waitlist
- **118** transitional and long term supportive housing spaces announced
- **39,990** stays at emergency shelters



Recipients of HPP Capital funding for transitional housing projects announced in 2024; April (top) and December (bottom).

Chelsea's Story

The Elizabeth Fry Society of Northwestern Ontario (EFSNWO) is dedicated to providing safe, inclusive, and supportive housing and services to individuals facing housing instability, with a particular focus on women and gender-diverse people.

In partnership with EFSNWO, TBDSSAB has been able to ensure there are transitional housing options ready to support the needs of women and gender-diverse individuals after they are released from custody. People like Chantelle, a proud mother of three who struggled to keep her family together while living with addiction.

“By 2022, I found myself in [jail], overwhelmed with emotions and unsure of my next steps,” says Chantelle. “I met a woman from the Elizabeth Fry Society who gave me something I hadn’t felt in a long time—hope. She reassured me that change was still possible, and that I could rebuild the life I desperately wanted with my children.”

Chelsea moved into EFSNWO



One of the Elizabeth Fry Society NWO's 3 transitional housing properties funded by TBDSSAB.

transitional housing as part of a bail program. Since then, she has completed residential treatment, attends day treatment, and participates in NA meetings—proudly making her six-month milestone.

“I am deeply grateful to the Elizabeth Fry Society for their unwavering support and for helping me become the person I always had the potential to be.”

Capital Projects

TBDSSAB is dedicated to environmentally sustainable practices. The 2013-2016 Strategic Plan included Environmentally Friendly Housing within the Optimized Housing strategy. After achieving the goals on the previous strategic plan, TBDSSAB continues to work toward a minimized environmental footprint while reducing the operating costs in our housing portfolio. In 2024, TBDSSAB completed various projects to enhance the environmental stewardship lens of its housing portfolio through capital projects.

Affordable Housing Fund

Through the Affordable Housing Fund, TBDSSAB will receive a total of **\$2,961,266** for capital repairs to be completed over three years. This funding will be used to make capital improvements to current affordable housing properties across the District of Thunder Bay, affecting over **2,000 units across 30 properties**. Highlights of the planned upgrades for this year include new mechanical systems, replacement of interior and exterior doors, and window replacements to improve energy efficiency, safety, and accessibility across various properties.

2024 Highlights

- **145** fridges replaced through the Save on Energy Affordability Program
- **3 buildings (191 units)** received central hot water tank replacements to increase energy efficiency
- **55** doors replaced to increase insulation value and reduce heat loss

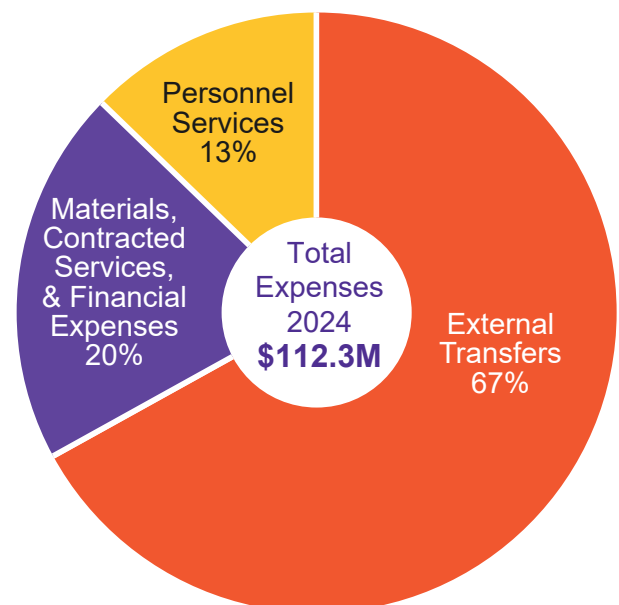
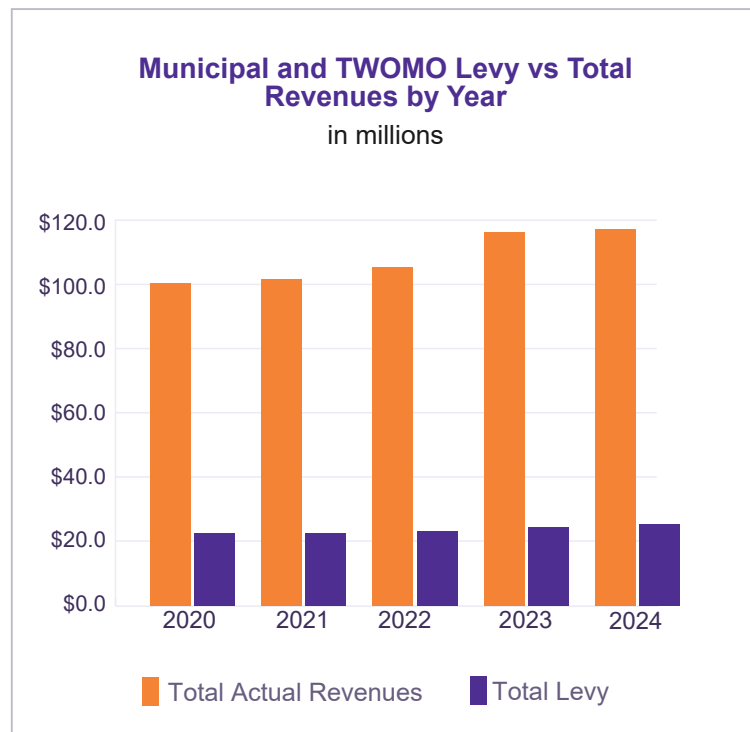
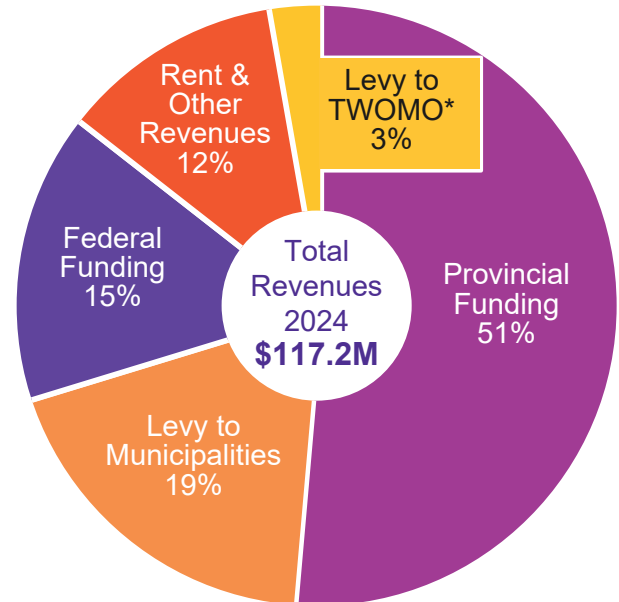


Manion Court in Thunder Bay is one of many buildings receiving capital upgrades through the Affordable Housing Fund.

Financial Position

Balance Sheet

	2024	2023
Cash and Cash Equivalents	35,359,061	25,388,993
Marketable Securities	28,888,966	26,135,193
Client Benefit Advances	1,780,399	1,692,454
Accounts Receivable	3,847,161	2,504,540
Total Financial Assets	69,875,587	55,721,180
Accounts Payable	21,648,182	15,313,820
Deferred Revenue	5,409,719	2,024,172
Long-term Debt	6,131,472	8,254,238
Employee Benefit Obligations	2,791,989	2,927,475
Asset Retirement Obligations	11,989,360	13,690,597
Total Liabilities	47,970,722	42,210,302
Net Financial Assets (Debt)	21,904,865	13,510,878
Non-Financial Assets	37,742,896	39,543,874
Accumulated Surplus	59,647,761	53,054,752



*TWOMO = Territories Without Municipal Organization



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

tbdssab.ca





Memorandum

Date: March 26, 2025

To: Members of the Board

From: Ken Ranta, Chief Executive Officer

Subject: **Appointment of Designate Ontario Works Administrator for The District of Thunder Bay Social Services Administration Board and Designate Senior Administrator for Thunder Bay District Housing Corporation**

At the September 19, 2024 Board meeting a memorandum was presented to the Board in Regular Session advising of the appointment of Ken Ranta, CEO as the Administrator for the TBDSSAB geographic area, to carry out the powers and duties of Administrator as noted in Section 44 of the Ontario Works Act, and the appointment of Georgina Daniels, Director, Corporate Services, be appointed as the designate Administrator.

Further, Ken Ranta, CEO was appointed as the Senior Administrator for the Thunder Bay District Housing Corporation with Georgina Daniels, Director, Corporate Services appointed as the designate Senior Administrator.

With the pending retirement of Georgina Daniels, Director, Corporate Services the following resolution is presented for the Board's consideration:

THAT with respect to Section 1997, c. 25, Schedule A, s. 43., of the Ontario Works Act, effective June 1, 2025, Crystal Simeoni, Director, Integrated Social Services be appointed as the designate Administrator to replace Georgina Daniels, Director, Corporate Services;

AND THAT, effective June 1, 2025, Crystal Simeoni, Director, Integrated Social Services be appointed as designate Senior Administrator for the Thunder Bay District Housing Corporation to replace Georgina Daniels, Director, Corporate Services;



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

AND THAT Administration is directed to communicate these changes as appropriate.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

Copy to: Crystal Simeoni, Director, Integrated Social Services
Georgina Daniels, Director, Corporate Services



March 24, 2025

Sent by Email

Honourable Doug Ford
Premier of Ontario
Legislative Bldg, Rm 281
Queen's Park
Toronto, ON M7A 1A1
premier@ontario.ca

Re: Town of Hearst Resolution of Support Regarding the Homelessness Crisis

Honourable Premier,

Please be advised that on March 11, 2025, the Council of the Corporation of the Town of Hearst adopted Resolution No. 84-2025, supporting the District of Cochrane Social Services Administration Board's resolution calling upon the provincial government to implement the funding programs recommended in the report, "Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis", with 20% of total funding dedicated to Northern Ontario.

A copy of the corresponding resolutions is attached for your reference.

Sincerely,


Annie Lemieux
Clerk

Encl.

Cc: Hon. Rob Flack, Minister of Municipal Affairs and Housing
Association of Municipalities of Ontario
Guy Bourgouin, MPP, Mushkegowuk-James Bay
Cochrane District Services Board
Northern Ontario Service Deliverers Association

Roger Sigouin**Town of Hearst****925 Alexandra St****P.O Box 5000****Hearst Ontario P0L 1N0****February 10, 2025**

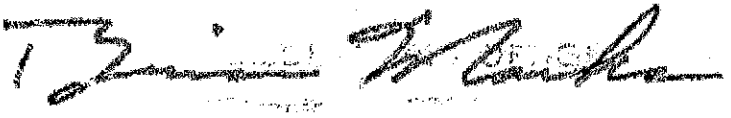
To the attention of Mayor and Council,

At the January 16th, 2025 meeting of the Cochrane District Services Board, Resolution #25-016 was passed. This resolution expresses CDSB's support for the report *"Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis"* and calls upon the provincial government to implement the recommendations in the report, with 20% of total funding dedicated to Northern Ontario.

The resolution also requests that each municipality table and support the report via resolution and send notice of support to Premier Ford, Minister of Municipal Affairs and Housing, Paul Calandra and the Association of Municipalities of Ontario.

Should you have any questions or require additional information, please feel free to reach out.

Regards,



Brian Marks, CAO

Cc: CAO

The District of Cochrane Social Services Administration Board

RESOLUTION NO. 25-016

Moved by: Andrew Marks
Seconded by: Lorne Feldman

WHEREAS Homelessness in Northern Ontario is rising at a rate twice the provincial average; and

WHEREAS additional affordable housing units are in critical need; and

WHEREAS municipalities are unable to fund new unit development due to the high cost of construction; and

WHEREAS the health programs required to generate sustainable outcomes are in short supply and health care is a provincial responsibility;

NOW THEREFORE BE IT RESOLVED, that the Cochrane District Services Board receives and supports the document "Municipalities under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis" and calls upon the provincial government to implement the funding programs recommended in the report with 20% of total funding dedicated to Northern Ontario.

FURTHER BE IT RESOLVED, that this resolution be circulated to all CDSB member municipalities and NOSDA members for their endorsement.

CARRIED

	YEAS	NAYS
CHAIR		
Michelle Boileau	X	
VICE-CHAIR		
David Plourde	X	
BOARD MEMBER		
Dave Dymont		
Tory Delaurier	X	
Peter Politis	X	
Patrick Roberts	X	
Roger Siquin	X	
Kristin Murray	X	
Cory Robin		
Andrew Marks	X	
Lorne Feldman	X	
John Curley	X	
Steve Black		
Sylvie Bélanger	X	

Carried _____ January 16, 2025

Defeated _____

Deferred or Tabled _____

Chair _____

Chief Administrative Officer _____

Corporation de la Ville de Hearst/Corporation of the Town of Hearst



925, rue Alexandra St. / S.P./Bag 5000

HEARST, Ontario POL 1N0

Tel : (705) 362-4341 / Fax : (705) 362-5902

e-mail : townofhearst@hearst.ca / web : www.hearst.ca

COPIE CERTIFIÉE – CERTIFIED COPY

Résolution No. 84-2025

Proposée par: Conseiller Joël Lauzon

Appuyée par: Conseillère Josée Vachon

QU'IL SOIT RÉSOLU d'appuyer la résolution du Conseil d'administration des services sociaux du district de Cochrane demandant à la Province de mettre en œuvre les programmes de financement recommandés dans le rapport « *Municipalities Under Pressure : The Human and Financial Cost of Ontario's Homelessness Crisis* », avec 20% du financement total consacré au Nord de l'Ontario.

ADOPTÉE

Proposed by: Councillor Joël Lauzon

Seconded by: Councillor Josée Vachon

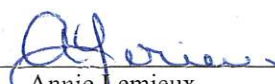
BE IT RESOLVED to support the District of Cochrane Social Services Administration Board's resolution calling on the Province to implement the funding programs recommended in the report "Municipalities Under Pressure: The Human and Financial Cost of Ontario's Homelessness Crisis", with 20% of total funding dedicated to Northern Ontario.

CARRIED

Adoptée lors de l'assemblée du Conseil tenue le

Adopted by Council during a meeting held on

March 11 mars 2025


Annie Lemieux
Greffière / Clerk