



DATE OF MEETING: MAY 15, 2025

TIME OF MEETING: 10:00 AM

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

CHAIR: BRIAN HAMILTON

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

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

BOARD MEETING

DISCLOSURES OF INTEREST

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA**Resolution No. 25/37**

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 May 15, 2025, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGS**Board Meetings**

Minutes of Board [Meeting No. 07/2025](#) (Regular Session) and [Meeting No. 08/2025](#) (Closed Session) of TBDSSAB, held on April 17, 2025, to be confirmed. **(Pages 5 - 15)**

Resolution No. 25/38

THAT the Minutes of Board Meeting No. 07/2025 (Regular Session) and No. 08/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 17, 2025, be confirmed.

Draft Minutes of the [TBDSSAB Twenty-Second Annual General Meeting](#) held on April 17, 2025, for information only. **(Pages 16 - 19)**

PRESENTATIONIntegrated Landscaping Beautification
Plan Results

Presentation to be provided by Joel Sypkes, Aquafor Beech Ltd. regarding the Beautification Study conducted by Aquafor Beech Ltd., for information only. **(Provided Separately)**

[Report No. 2025-16](#), (Corporate Services Division) relative to providing the Board with the results of the Integrated Landscaping Beautification Plan completed for certain TBDSSAB properties, for information only. **(Pages 20 - 25)**

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals including members of Administration regarding the Chief Executive Officer Performance Evaluation update.

Resolution No. 25/39

THAT the Board adjourns to Closed Session relative to identifiable individuals including members of Administration regarding the 2024 Chief Executive Officer Performance Evaluation verbal update.

REPORTS OF ADMINISTRATION**2025 First Quarter Financial Report**

[Report No. 2025-17](#) (Corporate Services Division) relative to providing the Board with the 2025 First Quarter Financial Report, projection to year-end and progress of Key Performance Indicators, for information only. **(Page 26 - 55)**

2025 First Quarter Operational Report

[Report No. 2025-18](#) (Integrated Social Services Division) relative to providing the Board with information containing the trends within TBDSSAB programs and services, for information only. **(Page 56 - 73)**

2024-27 Strategic Plan – 2025 First Quarter Update

[Report No. 2025-19](#) (Chief Executive Officer Division) relative to providing the Board with the quarterly update on the 2024-27 Strategic Plan 2025 progress update as at March 31, 2025, for consideration. **(Page 74 - 80)**

Resolution No. 25/40

THAT with respect to Report No. 2025-19 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 First Quarter Update for information only.

CORRESPONDENCE**BY-LAWS**

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, June 19, 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. 25/41**

THAT Board Meeting No. 09/2025 of The District of Thunder Bay Social Services Administration Board, held on May 15, 2025, be adjourned at _____ a.m./p.m.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 07/2025
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: April 17, 2025

TIME OF MEETING: 10:25 a.m.

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

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne Marie Bourgeault
Chris Eby
Kasey Etreni
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
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
Tafadzwa Mukubvu, Manager, Finance
Carole Lem, Communications & Engagement Officer
Diana Hennel, Administrative Assistant
Bindiya Patel, Communications Assistant
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Meghan Chomut
Mark Thibert

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/26

Moved by: Albert Aiello
Seconded by: Greg Johnsen

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.

CARRIED

MINUTES OF PREVIOUS MEETINGS

Board Meetings

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, were presented for confirmation.

Resolution No. 25/27

Moved by: Jim Moffat
Seconded by: Kathleen Lynch

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.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board regarding the

confidential attachment to the 2024 Fourth Quarter Financial Report and Program Levy Surplus Disposition.

Resolution No. 25/28

Moved by: Albert Aiello
Seconded by: Kathleen Lynch

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.

CARRIED

At 10:36 a.m. the meeting reconvened in Regular Session.

REPORTS OF ADMINISTRATION

2024 Fourth Quarter Financial Report and Program Levy Surplus Disposition

Report No. 2025-13 (Corporate Services Division) was presented to the Board providing the 2024 Fourth Quarter Financial Report and Program levy surplus disposition.

Ken Ranta, CEO provided a brief introduction to the report.

Georgina Daniels, Director Corporate Services Division provided a brief overview and responded to questions.

Resolution No. 25/29

Moved by: Ken Boshcoff
Seconded by: Jim Vezina

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.

CARRIED

2024 Investment Portfolio Performance

Report No. 2025-14 (Corporate Services Division) was presented to the Board providing information relative to the performance of the Board's investment portfolio for the 2024 year.

Ken Ranta, CEO provided a brief introduction to the report and responded to questions.

Georgina Daniels, Director Corporate Services Division provided a brief overview and responded to questions.

Certificate of Incumbency

Memorandum from Tafadzwa Mukubvu, Manager, Finance dated March 27, 2025 was presented to the Board providing information relative to the requirement of a Certificate of Incumbency.

At 10:58 a.m. Tafadzwa Mukubvu, Manager, Finance left the meeting and Marty Farough, Manager, Infrastructure & Asset Management and Dianne Lampi, Manager, Housing Operations joined the meeting.

Vale Community Centre Update

Memorandum from Georgina Daniels, Director, Corporate Services Division dated March 24, 2025 was presented to the Board providing an update on the results of the divestment of the Vale Community Centre.

Georgina Daniels, Director, Corporate Services Division provided an overview of the Vale Centre update and responded to questions.

Resolution No. 25/30

Moved by: Albert Aiello
Seconded by: Kathleen Lynch

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.

CARRIED

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

Report No. 2025-15 (Corporate Services and Integrated Social Services Divisions) was presented to the Board providing the Board with options for the direct-owned housing property.

Ken Ranta, CEO provided a brief overview and responded to questions.

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

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

Resolution No. 25/31

Moved by: Kasey Etrei
Seconded by: Elaine Mannisto

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.

CARRIED

At 11:15 a.m. Marty Farough, Manager, Infrastructure & Asset Management and Dianne Lampi, Manager, Housing Operations left the meeting.

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

Memorandum from Ken Ranta, CEO, (Chief Executive Officer Division) dated March 27, 2025 was presented to the Board providing information regarding attendance at the 2025 NOSDA AGM and nominations to the NOSDA Board.

Ken Ranta, CEO provided an explanation of the process and responded to questions.

Resolution No. 25/32

Moved by: Kasey Etreni
Seconded by: Jim Moffat

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. Anne-Marie Bourgeault

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. Jim Vezina
2. Kathleen Lynch

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

NOSDA Vice-Chair: Anne-Marie Bourgeault

CARRIED

At 11:42 a.m. Kathleen Lynch, Board Member left the meeting.

Appointment to the Homelessness
Prevention Program Advisory Table

Memorandum from Ken Ranta, CEO, (Chief Executive Officer Division) dated April 3, 2025 was presented to the Board regarding the requirement to appoint a Board Member to the TBDSSAB Homelessness Prevention Program Advisory Table.

Ken Boshcoff, Board Member advised the Board that he would be remaining on the Homelessness Prevention Program Advisory Table.

Resolution No. 25/33 - Withdrawn

Moved by:
Seconded by:

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 3, 2025 was presented to the Board providing the 2024 Annual Report.

Ken Ranta, CEO provided a brief overview of the process of producing the 2024 Annual Report and responded to questions.

Carole Lem, Communications and Engagement Officer responded to questions.

A discussion was held regarding having copies of the 2024 Annual Report printed for distribution. On consensus, Administration to review the ability and cost to have copies printed and communicate the outcome to the Board Members prior to the next Board Meeting.

Resolution No. 25/34

Moved by: Dominic Pasqualino
Seconded by: Ken Boshcoff

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.

CARRIED

At 11:53 a.m. Greg Johnsen, Board Member left the meeting.

Appointment of Designate Ontario Works Administrator and Senior Administrator

Memorandum from Ken Ranta, CEO (Chief Executive Officer Division) dated March 26, 2025 was presented to the Board providing Administration's recommendation regarding the appointment of the designate Ontario Works Administrator for TBDSSAB and designate Senior Administrator for TBDHC.

Resolution No. 25/35

Moved by: Ken Boshcoff
Seconded by: Jim Moffat

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.

CARRIED

CORRESPONDENCE

Homelessness 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, was presented to the Board.

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board was confirmed to 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

Moved by: Albert Aiello
Seconded by: Jim Moffat

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 12:05 p.m.

CARRIED

Chair

Chief Executive Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 08/2025
OF
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

Vc DATE OF MEETING: April 17, 2025

TIME OF MEETING: 10:28 a.m.

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

CHAIR: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne Marie Bourgeault
Chris Eby
Kasey Etrene
Brian Hamilton
Greg Johnson
Kathleen Lynch
Elaine Mannisto
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
Tafadzwa Mukubvu, Manager, Finance
Carole Lem, Communications & Engagement Officer
Diana Hennel, Administrative Assistant
Bindiya Patel, Communications Assistant
Glenda Flank, Recording Secretary

GUESTS:

REGRETS:

Meghan Chomut
Mark Thibert

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BOARD MEETING

DISCLOSURES OF INTEREST

None.

REPORTS OF ADMINISTRATION

Fourth Quarter Financial Report and Surplus Disposition

Memorandum from Georgina Daniels, Director, Corporate Services Division dated April 4, 2025 was presented to the Board providing the confidential attachment to Report No. 2025-13 containing the details of the approved carryforward of Capital Projects.

Georgina Daniels, Director, Corporate Services Division provided an overview of the capital carryforward projects and responded to questions.

ADJOURNMENT

Resolution No. 25/CS04

Moved by: Kathleen Lynch
Seconded by: Albert Aiello

THAT the Board (Closed Session) Meeting No. 08/2025 of The District of Thunder Bay Social Services Administration Board, held on April 17, 2025, be adjourned at 10:36 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

Chair

Chief Executive Officer



MINUTES OF THE TWENTY-SECOND ANNUAL GENERAL MEETING OF THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: April 17, 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: Brian Hamilton

PRESENT:

Albert Aiello
Ken Boshcoff
Anne-Marie Bourgeault
Chris Eby
Kasey Etreni
Brian Hamilton
Greg Johnsen
Kathleen Lynch
Elaine Mannisto
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
Tafadzwa Mukubvu, Manager, Finance
Carole Lem, Communications & Engagement Officer
Bindiya Patel, Communications Assistant
Glenda Flank, Recording Secretary

GUESTS:

Judy Kleinhuis, Principal, Doane Grant Thornton LLP
Ryan Gabriele, Manager, Doane Grant Thornton LLP

REGRETS:

Meghan Chomut
Mark Thibert

ANNUAL GENERAL MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/AGM01

Moved by: Kasey Etreni
Seconded by: Albert Aiello

THAT with respect to the agenda for the Annual General Meeting of The District of Thunder Bay Social Services Administration Board held on April 17, 2025, we approve the agenda as presented;

AND THAT we approve any additional information and new business.

CARRIED

REPORT OF THE CHAIR

In accordance with the TBDSSAB Governance & Procedural By-law No. 03-2021, Section 3(3)(ii)(a), the message from the Chair is to be presented at the Annual General Meeting.

Ken Ranta, CEO, advised that the Report of the Chair, is contained in the 2024 TBDSSAB Annual Report which will be presented at the Regular Session Board meeting.

MINUTES OF PREVIOUS MEETING

Adoption of Minutes

Minutes of the Twenty-First Annual General Meeting of The District of Thunder Bay Social Services Administration Board, held on April 18, 2024, were confirmed.

Resolution No. 25/AGM02

Moved by: Elaine Mannisto
Seconded by: Kathleen Lynch

THAT the Minutes of the Twenty-First Annual General Meeting of The District of Thunder Bay Social Services Administration Board, held on April 18, 2024, be confirmed.

CARRIED

REPORTS OF ADMINISTRATION

Year 2024 Audited Financial Statements of The District of Thunder Bay Social Services Administration Board

Report No. 2025-12AGM (Corporate Services Division) was presented to the Board to provide an overview of the year 2024 audited consolidated financial statements of The District of Thunder Bay Social Services Administration Board. The Financial Statement was presented in a separate document.

Georgina Daniels, Director, Corporate Services Division provided an overview of the report and financial statements, responded to questions and requested that any electronic copies of the draft financial statements be deleted and hard copies be destroyed following the meeting.

Judy Kleinhuis, Principal, Doane Grant Thornton LLP provided a brief synopsis of the Auditors' Report and responded to questions.

Albert Aiello, Audit Committee Chair provided a brief update on behalf of the Audit Committee.

Resolution No. 25/AGM04

Moved by: Greg Johnsen
Seconded by: Ken Boshcoff

THAT with respect to Report No. 2025-12AGM (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Audited Consolidated Financial Statements of The District of Thunder Bay Social Services Administration Board for the year ended December 31, 2024, as presented.

CARRIED

Appointment of Auditors

The District of Thunder Bay Social Services Administration Board appointed the Auditors for 2025 in accordance with the TBDSSAB Governance and Procedural By-law No. 03-2021 Section 3(3)(ii)(c).

Resolution No. 25/AGM04

Moved by: Elaine Mannisto
Seconded by: Kasey Etreni

THAT in accordance with The District of Thunder Bay Social Services Administration Board Governance and Procedural By-law No. 03-2021 Section 3(3)(ii)(c), we confirm the appointment of Doane Grant Thornton LLP, as the Auditors for TBDSSAB for the 2025 fiscal year;

AND THAT the remuneration of the Auditors will be in the amount of \$55,000 plus the Harmonized Sales Tax, for the TBDSSAB 2025 Financial Audit.

CARRIED

ADJOURNMENT

Resolution No. 25/AGM05

Moved by: Anne Marie Bourgeault
Seconded by: Dominic Pasqualino

THAT the Twenty-Second Annual General Meeting of The District of Thunder Bay Social Services Administration Board held on April 17, 2025, be adjourned at 10:25 a.m.

CARRIED

Chair

Chief Executive Officer



BOARD REPORT

REPORT No.: 2025-16

MEETING DATE: MAY 15, 2025

SUBJECT: INTEGRATED LANDSCAPING BEAUTIFICATION PLAN RESULTS

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the results of the Integrated Landscaping Beautification Plan completed for certain TBDSSAB properties.

BACKGROUND

In June 2024, TBDSSAB issued a Request for Proposal (RFP) for consulting services to complete an Integrated Landscaping Beautification Plan for various sites across the TBDSSAB property asset portfolio, to support the future capital planning relative to Environmental Stewardship, Crime Prevention through Environmental Design (CPTED) and Diversity and Inclusion principles.

Specific requirements included:

1. Environmental Stewardship

TBDSSAB's Strategic Plan objectives have included the greening of its properties.

- a. Proposals should recognize the impact of climate change, low impact development features and climate responsive design considerations.
- b. Proposed plans should also consider current energy and water usage and conservation where appropriate.
- c. The proposed plans must consider minimizing the long-term costs associated with maintaining the recommendations.

2. Crime Prevention through Environmental Design

TBDSSAB prioritizes the security of its tenants and properties and recognizes the value of utilizing Crime Prevention through Environmental Design (CPTED) principles. CPTED is defined as the proper design, maintenance, and use of the built environment in order to enhance the quality of life and to reduce both the incidence and the fear of crime, specifically:

Natural Surveillance:

- Design and maintenance that allows and encourages people engaged in their normal activity to observe the space around them;
- Eliminates hiding places for people engaged in criminal activity;
- Creates a sense of risk for people contemplating criminal activity.

Access Control:

- Decreases Criminal accessibility, especially to vulnerable spaces.

Territoriality:

- Defines property lines and distinguishes private spaces;
- Communicates to people expectations for the appropriate use of space;
- Builds a sense of community responsibility by intended users.
 - a. Proposed Plans should include incorporating CPTED elements based on the current state assessment of the properties.
 - b. Proposed Plans must consider minimizing the long-term costs associated with maintaining the recommendations.

3. Diversity and Inclusion

TBDSSAB recognizes the historic and continued contributions from our District's diverse populations, including Indigenous culture.

- a. Proposals should include options for incorporating artwork, for example, murals or artwork features, at various sites based on the current state assessment of the properties.
- b. Possible traditional use areas, or other cultural elements relevant to the site's location, into the various proposed Plans.
- c. Proposed Plans must consider minimizing the long-term costs associated with maintaining the recommendations.

The contract was awarded to Aquafor Beech Ltd. and work was carried out throughout 2024 and early 2025.

COMMENTS

The RFP included the specific properties to be reviewed, which provided for a wide range of conditions across TBDSSAB's property asset portfolio. The properties reviewed are provided in Attachment #1.

The review included gathering background information, followed by on-site inspections, assessment and analysis of each of the identified properties to inform the development of the plan for each property.

Recommendations for each assessed property were provided for short-term, medium-term, and long-term implementation phases, specifically:

- Short-term (0-5 years) aspects include having a robust maintenance, surveillance, security and lighting strategy. These features work to address immediate concerns about quality of life and are foundational aspects that must be in place if any other strategy or recommendation is to be effective;
- Medium-term (6-15 years) recommendations included incremental site improvements that enhance comfort, choice and connection. These recommendations include small-scale and low-cost elements that provide the opportunity to trial the improvements, test their effectiveness, and inform long-term investments, e.g. establishing one celebrated entrance to each property with a cultural and environmental context to contribute to a sense of place and fostering dignity among residents; and
- Long-term (15+ years) considerations would present significant value to the long-term sustainability and success of the property, including green energy improvements, improved plantings and naturalization, and expanded amenities.

Although each assessed property includes specific recommendations based on the characteristics of its site and surrounding environment, two key items were identified consistently across the assessed properties:

- a. Maintenance plans. Evaluating the maintenance plans to prevent negative feedback cycles where lack of maintenance and evidence of care encourages resident and community dis-investment; and
- b. Lighting. Each property should include a lighting plan to maximize residents' feeling safe at home, completing their day-to-day activities, and coming and going from the property.

Administration plans to review and incorporate the various elements identified within each property's recommendations in future operating and infrastructure planning processes.

STRATEGIC PLAN IMPACT

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

In addition, within the Success of the People we Serve Strategy of the Practical Visions of the 2020-2023 Strategic Plan as well the 2024 – 2027 Strategic Plan, elements included Indigenous Partnerships, and Reconciliation and Inclusion, to meet diversity and inclusion principles.

Also, this report relates to the Board's strategic direction of Financial Stewardship, with a focus on maximizing long term physical and financial sustainability of TBDSSAB assets.

FINANCIAL IMPLICATIONS

The recommendations were provided based on short-term, medium-term, and long-term considerations. Costs included an estimate of all required components of the identified projects, i.e. site preparation, project estimates, and contingencies. The following is a summary of the identified costing of the various recommendations across all assessed properties:

Time Frame	\$
Short-term	9,848,847
Medium-Term	24,245,930
Long-term	34,872,758

The data and concepts provided through the Integrated Landscaping Beautification Plan will be incorporated into future annual operating budgets, as appropriate.



In addition, and because some of the recommendations include items related to components within existing plans and/or the Building Condition Assessment results, e.g. storm water management, they will be considered in the infrastructure planning process, and related Capital Budget programs.

CONCLUSION

It is concluded that the results of the Integrated Landscaping Beautification Plan have been provided, and this information will inform operating and infrastructure planning and the related annual operating budget, and capital budget and forecast for TBDSSAB's property assets.

REFERENCE MATERIALS

Attachment #1 [Properties Included in Integrated Landscaping Beautification Plan Study](#)

PREPARED BY:	Marty Farough, Manager, Infrastructure & Asset Management
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
Properties Included in Integrated Landscaping Beautification Plan Study**

	Building Name	# of Units	Building Type	Year of Construction
1	Headquarters Office Building	N/A	Office Building	2012
2	Frederica	24	8-Plex Housing	1992
3	Spence Court	163	Apartment Building	1976
4	Mclvor Court and Alan Cox Place	135	Apartment Buildings (2)	1974 and 2015
5	Manion Court	102	Apartment Building	1974
6	Badanai Manor	29	Apartment Building	1969
7	Glenwood Court	48	Apartment Building	1981
8	Limbrick and North James	24	Townhouses and 4-Plex Housing	1972
9	Academy/Trillium	80	Townhouses	1972
10	Windsor John	97	Townhouses	1970
11	Habitat	34	Apartment Building	1988
12	Cumberland Court	30	Apartment Building	1986
13	Andras Court	221	Apartment Building	1977
14	Sjolander Court	20	Apartment Building	1985
15	Fisher Court	20	Apartment Building	1975
16	Neill Court	21	Apartment Building	1978



BOARD REPORT

REPORT No.: 2025-17

MEETING DATE: MAY 15, 2025

SUBJECT: 2025 FIRST QUARTER FINANCIAL REPORT

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2025 First Quarter Financial Report, and projection to year-end as well as progress of Key Performance Indicators (KPI).

BACKGROUND

In accordance with Budget Policy No. CS-02:83, a Financial Report is prepared and reported to the Board quarterly to provide 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.

KPIs were identified through the budget process and in accordance with the Budget Policy, are reported to the Board through the quarterly financial reports to support the alignment of resources to achieve identified outcomes.

COMMENTS

Overall, total spending on TBDSSAB-delivered programs, for the period ended March 31, 2025, was \$4,108,400 (12.4%) less than the year-to-date Budget, with a net surplus of \$172,000.

Overall, from a program levy operating perspective, Administration is forecasting to be on budget for the 2025 year. A summary of net forecast cost variances, by program, is presented below:

Table 1:

2025 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 126,700
Child Care and Early Years	\$ (127,000)
Community Housing Programs	\$ 80,000
Direct-Owned Community Housing Building Operations	\$ (79,700)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

Although Administration is forecasting to be on budget, there are variances between programs:

- **Social Assistance:** Administration expects a favourable variance due primarily to temporary staff vacancies during the year.
- **Child Care and Early Years:** Administration expects an unfavourable variance due to the change in order which government funding can be utilized.
- **Community Housing Programs:** Administration expects a favourable variance due primarily to additional administration recoveries based on the favourable timing of the completion of capital projects through 100% funded programs.
- **Direct-Owned Community Housing Building Operations:** Administration expects an unfavourable variance due primarily to accounting provisions associated with allowance for doubtful accounts.

Highlights for the first quarter and full-year forecast to year-end, as well as detailed variance explanations are provided in Attachment #1 - 2025 First Quarter Financial Report and KPI commentary is provided in Attachment #2 – Key Performance Indicators.

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 strategic direction of Financial Stewardship, with a focus on ensuring accountability of TBDSSAB resources.

FINANCIAL IMPLICATIONS



There are no direct financial implications associated with this Report.

CONCLUSION

It is concluded that the 2025 First Quarter Financial Report indicates a year-to-date net surplus of \$172,000, but forecasting being on budget from a program levy operating perspective by year end.

REFERENCE MATERIALS

- Attachment #1 [2025 First Quarter Financial Report - Operating](#)
- #2 [Key Performance Indicators](#)
- #3 [Fiduciary Responsibility Checklist](#)

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SIGNATURE	
APPROVED BY	Georgina Daniels, FCPA, FCA, Director - Corporate Services Division
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SUBMITTED BY:	Ken Ranta, Chief Executive Officer



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

2025 FIRST 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 anticipated program levy operating surplus, or deficit, for the year.

EXECUTIVE SUMMARY

Reflecting results for the 3-month period ending March 31, 2025, this Report provides an indication of TBDSSAB's financial status for the year, and identification of any significant variances from the 2025 approved Operating Budget.

Overall, from an operating levy perspective, Administration is forecasting to be on budget for the 2025 year. Table 1 provides a breakdown of the forecast year-end variances, by program.

Table 1:

2025 Forecast Program Levy Operating Position Variance	
Social Assistance	\$ 126,700
Child Care and Early Years	\$ (127,000)
Community Housing Programs	\$ 80,000
Direct-Owned Community Housing Building Operations	\$ (79,700)
Forecast Program Levy Operating Surplus/(Deficit)	\$ -

2025 First Quarter Financial Report
Operating Budget

Table 2 shows the 2025 Operating Budget revenue and expenditures, first quarter variances, and year-end projections.

Table 2:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	6,614.0	6,614.2	0.2	0.0%	26,456.1	26,456.1	-	0.0%
Federal grants	9,184.8	6,694.0	(2,490.8)	-27.1%	36,739.1	26,479.8	(10,259.3)	-27.9%
Provincial grants	14,563.5	13,223.6	(1,340.0)	-9.2%	58,254.1	66,601.9	8,347.8	14.3%
Rents	2,940.7	2,963.3	22.7	0.8%	11,762.6	11,762.6	-	0.0%
Other revenue	61.4	59.2	(2.2)	-3.6%	245.6	245.7	0.1	0.0%
Interest on unrestricted funds	100.0	100.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	187.5	614.0	426.5	227.4%	750.0	750.0	-	0.0%
From (to) reserve funds	(481.7)	(1,034.4)	(552.8)	114.8%	(1,926.7)	(1,926.7)	-	0.0%
Total Financing	33,170.2	29,233.8	(3,936.4)	-11.9%	132,680.8	130,769.4	(1,911.4)	-1.4%
Expenses								
Personnel services	3,999.7	3,650.1	349.6	8.7%	15,998.9	15,467.5	531.4	3.3%
Interest on long-term debt	31.1	32.5	(1.4)	-4.5%	124.5	128.0	(3.5)	-2.8%
Materials	5,682.3	5,503.0	179.3	3.2%	24,330.8	24,218.8	112.0	0.5%
Contract services	59.6	30.4	29.1	48.9%	238.3	248.4	(10.1)	-4.2%
Rents and financial expenses	32.6	14.9	17.7	54.3%	130.3	386.1	(255.8)	-196.3%
External transfers	22,885.5	19,340.0	3,545.6	15.5%	89,940.5	88,404.2	1,536.3	1.7%
Loan principal repayment	479.4	490.9	(11.5)	-2.4%	1,917.5	1,916.4	1.1	0.1%
Total Expenses	33,170.2	29,061.8	4,108.4	12.4%	132,680.8	130,769.4	1,911.4	1.4%
Excess (Deficiency) of Revenues over Expenses	-	172.0	172.0	n/a	-	-	-	n/a



2025 FIRST QUARTER OPERATING BUDGET RESULTS

The First Quarter Report provides an indication of TBDSSAB's financial status as at March 31, 2025, and a projection for the year, and identifies any significant variances from the 2025 Operating Budget. Overall, in Q1, TBDSSAB recorded a net surplus of \$172,000, and is projecting to be on budget at year-end.

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-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	40.3	43.2	2.9	7.2%	161.1	161.7	0.6	0.4%
Ontario Works	227.1	276.6	49.5	21.8%	908.5	908.9	0.4	0.0%
Child care and early years programs	31.6	43.0	11.4	36.0%	126.4	126.2	(0.2)	-0.2%
Housing programs	38.4	51.3	12.9	33.7%	153.4	153.3	(0.1)	-0.1%
Total Allocation	337.4	414.0	76.7	22.7%	1,349.4	1,350.1	0.7	0.1%
Financing								
Other Revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	22.5	-	(22.5)	-100.0%	90.0	90.0	-	0.0%
Total Financing	22.5	-	(22.5)	-100.0%	90.0	90.0	-	0.0%
Expenses								
Personnel services	284.9	343.8	(58.9)	-20.7%	1,139.7	1,139.7	-	0.0%
Materials	56.2	60.6	(4.3)	-7.7%	224.9	227.1	(2.2)	-1.0%
Contract services	18.7	9.6	9.1	48.5%	74.8	73.3	1.5	2.0%
Total Expenses	359.9	414.0	(54.2)	-15.1%	1,439.4	1,440.1	(0.7)	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 3, above, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections 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. The forecast for Board and Office of the CEO expenses is materially on budget.

**B. Corporate Services**

Corporate Services includes costs associated with the Director's Office, Purchasing, Finance, Information Services, and Infrastructure and Asset Management.

Table 4:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	226.6	192.2	(34.4)	-15.2%	906.5	873.4	(33.1)	-3.7%
Ontario Works	682.5	677.9	(4.6)	-0.7%	2,729.9	2,752.2	22.3	0.8%
Child care and early years programs	60.4	58.1	(2.3)	-3.8%	241.7	241.6	(0.1)	0.0%
Housing programs	87.7	83.2	(4.4)	-5.1%	350.7	361.5	10.8	3.1%
Total Allocation	1,057.2	1,011.5	(45.7)	-4.3%	4,228.8	4,228.7	(0.1)	0.0%
Financing								
Levy to municipalities and TWOMO	(100.0)	(100.0)	-	0.0%	(400.0)	(400.0)	-	0.0%
Interest on unrestricted funds	100.0	100.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	187.5	614.0	426.5	227.4%	750.0	750.0	-	0.0%
Other revenue	-	0.1	0.1	n/a	-	0.1	0.1	n/a
From (to) reserve funds	(187.5)	(614.0)	(426.5)	227.4%	(750.0)	(750.0)	-	0.0%
From levy stabilization	7.5	-	(7.5)	-100.0%	30.0	30.0	-	0.0%
Total Financing	7.5	0.1	(7.4)	-99.2%	30.0	30.1	0.1	0.3%
Expenses								
Personnel services	718.9	623.7	95.2	13.2%	2,875.6	2,804.1	71.5	2.5%
Materials	356.3	398.9	(42.6)	-12.0%	1,425.3	1,481.7	(56.4)	-4.0%
Contract services	21.0	17.6	3.3	16.0%	83.8	95.4	(11.6)	-13.8%
Rents and financial expenses	3.4	6.2	(2.8)	-84.1%	13.5	17.0	(3.5)	-25.9%
Total Expenses	1,099.6	1,046.4	53.2	4.8%	4,398.2	4,398.2	-	0.0%
Recoveries								
From HQ building operations	34.9	34.9	-	0.0%	139.4	139.4	-	0.0%
Total Expenses Less Recoveries	1,064.7	1,011.5	53.2	5.0%	4,258.8	4,258.8	-	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

Table 4, above, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections 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 Q1 and the full-year forecast include:

Personnel Services	Forecast \$71,500 (2.5%) favourable
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Personnel Services expenses were lower than budget in Q1 and are forecast to be under budget by \$71,500 at year-end due to temporarily vacant positions throughout the year, in the Information Services, and Infrastructure & Asset Management departments. The vacant positions are in various stages of the recruitment process.

C. Office Headquarters Building Operations

Table 5, below, shows the 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for the Office Headquarters Building Operations.

Table 5:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	37.0	37.0	-	0.0%	147.9	147.9	-	0.0%
Ontario Works	284.6	284.6	-	0.0%	1,138.4	1,138.4	-	0.0%
Child care and early years programs	18.5	18.5	-	0.0%	73.9	73.9	-	0.0%
Housing programs	29.6	29.6	-	0.0%	118.3	118.3	-	0.0%
Total Allocation	369.6	369.6	-	0.0%	1,478.5	1,478.5	-	0.0%
Financing								
Other revenue	0.9	0.8	(0.1)	-7.4%	3.5	3.5	-	0.0%
From (to) reserve funds	(54.4)	(54.4)	-	0.0%	(217.5)	(217.5)	-	0.0%
Imputed rent adjustment	(60.7)	(47.8)	12.8	-21.2%	(242.7)	(242.7)	-	0.0%
Total Financing	(114.2)	(101.4)	12.8	-11.2%	(456.7)	(456.7)	-	0.0%
Expenses								
Interest on long-term debt	16.3	17.2	(1.0)	-6.0%	65.0	65.0	-	0.0%
Materials	141.2	153.5	(12.3)	-8.7%	564.9	564.9	-	0.0%
Loan principal repayment	81.5	81.0	0.5	0.6%	326.0	326.0	-	0.0%
Internal administrative expense	16.5	16.5	-	0.0%	65.9	65.9	-	0.0%
Total Expenses	255.5	268.2	(12.8)	-5.0%	1,021.8	1,021.8	-	0.0%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	n/a

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. Overall, expenses were over budget in Q1 but are forecast to be materially on budget at year-end.



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 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for ISS Program Support.

Table 6:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Allocation								
Direct-owned community housing building operations	35.3	31.6	(3.7)	-10.4%	141.1	131.3	(9.8)	-6.9%
Ontario Works	360.4	328.8	(31.6)	-8.8%	1,441.5	1,361.8	(79.7)	-5.5%
Child care and early years programs	102.1	93.8	(8.4)	-8.2%	408.5	397.3	(11.2)	-2.7%
Housing programs	44.7	42.2	(2.5)	-5.5%	178.9	175.0	(3.9)	-2.2%
Total Allocation	542.5	496.4	(46.1)	-8.5%	2,170.0	2,065.4	(104.6)	-4.8%
Financing								
Other revenue	-	-	-	n/a	-	-	-	n/a
Total Financing	-	-	-	n/a	-	-	-	n/a
Expenses								
Personnel services	651.4	616.7	34.7	5.3%	2,605.5	2,500.0	105.5	4.0%
Materials	15.6	4.1	11.4	73.4%	62.2	63.1	(0.9)	-1.4%
Contract services	-	-	-	n/a	-	-	-	n/a
Total Expenses	666.9	620.8	46.1	6.9%	2,667.7	2,563.1	104.6	3.9%
Recoveries								
From homelessness programs	124.4	124.4	-	0.0%	497.7	497.7	-	0.0%
Total Expenses Less Recoveries	542.5	496.4	46.1	8.5%	2,170.0	2,065.4	104.6	4.8%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	-	-	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 Q1 and the full-year forecast include:

Personnel Services

Forecast **\$105,500 (4.0%) favourable**

Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$105,500 at year-end due to temporarily vacant positions throughout the year, primarily in the Data & Research department. Vacant positions are in various stages of the recruitment process.



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 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q1, and are forecast to be lower than budget by \$126,700 at year-end.

Table 7:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	1,110.2	1,110.2	-	0.0%	4,440.8	4,440.8	-	0.0%
Provincial grants	7,530.3	7,321.8	(208.5)	-2.8%	30,121.1	29,994.5	(126.6)	-0.4%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	46.8	36.8	(9.9)	-21.2%	187.0	187.0	-	0.0%
Total Financing	8,687.2	8,468.8	(218.4)	-2.5%	34,748.9	34,622.3	(126.6)	-0.4%
Expenses								
Personnel services	977.9	808.9	168.9	17.3%	3,911.4	3,730.5	180.9	4.6%
Materials	91.6	53.4	38.2	41.7%	366.2	337.7	28.5	7.8%
Contract services	1.3	-	1.3	100.0%	5.0	5.0	-	0.0%
Rents and financial expenses	26.8	7.9	18.9	70.6%	107.2	107.2	-	0.0%
External transfers	6,016.9	5,943.8	73.1	1.2%	24,067.5	24,080.6	(13.1)	-0.1%
Internal administration allocation	1,321.3	1,334.6	(13.3)	-1.0%	5,285.2	5,228.2	57.0	1.1%
Imputed rent recovery	284.6	284.6	-	0.0%	1,138.4	1,138.4	-	0.0%
Total Expenses	8,720.2	8,433.2	287.1	3.3%	34,880.9	34,627.6	253.3	0.7%
Recoveries								
From homelessness programs	33.0	33.0	-	0.0%	132.0	132.0	-	0.0%
Total Expenses Less Recoveries	8,687.2	8,400.2	287.1	3.3%	34,748.9	34,495.6	253.3	0.7%
Excess (Deficiency) of Revenues over Expenses	-	68.7	68.7	n/a	-	126.7	126.7	n/a

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q1 and the full-year forecast include:

Personnel Services	Forecast \$180,900 (4.6%) favourable
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Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$180,900 at year-end due to temporarily vacant positions throughout the year.



Internal Administration Allocation	Forecast \$57,000 (1.1%) favourable
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Internal Administration is comprised of Board, Office of the Chief Executive Officer, Corporate Services, and ISS Program Support. These costs are allocated to programs based on a predetermined weighting approved through the annual Operating Budget.

Further variance explanation was provided above.

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 2025 Operating Budget revenues and expenditures, first quarter variances, and year-end projections for child care and early years' programs. Overall, child care and early years' program expenses were higher than budget in Q1 and are forecast to be more than budget at year-end.

Table 8:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	343.2	343.2	(0.0)	0.0%	1,372.9	1,372.9	-	0.0%
Federal grants	7,317.2	4,800.1	(2,517.1)	-34.4%	29,268.6	19,170.9	(10,097.7)	-34.5%
Provincial grants	2,699.0	3,315.2	616.2	22.8%	10,796.1	13,972.0	3,175.9	29.4%
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	3.0	2.4	(0.6)	-20.7%	12.1	12.1	-	0.0%
Total Financing	10,362.4	8,460.9	(1,901.5)	-18.4%	41,449.7	34,527.9	(6,921.8)	-16.7%
Expenses								
Personnel services	116.3	115.9	0.4	0.3%	465.0	459.5	5.5	1.2%
Materials	14.0	27.2	(13.2)	-94.3%	56.0	56.5	(0.5)	-0.9%
Contract services	1.2	-	1.2	100.0%	4.7	4.7	-	0.0%
External transfers	9,994.6	8,080.6	1,914.0	19.2%	39,978.3	33,200.0	6,778.3	17.0%
Internal administration allocation	306.8	307.5	(0.8)	-0.2%	1,227.0	1,215.5	11.5	0.9%
Imputed rent recovery	18.5	18.5	(0.0)	-0.1%	73.9	73.9	-	0.0%
Total Expenses	10,451.2	8,549.7	1,901.5	18.2%	41,804.9	35,010.1	6,794.8	16.3%
Recoveries								
Other recoveries	88.8	88.8	-	0.0%	355.2	355.2	-	0.0%
Total Expenses Less Recoveries	10,362.4	8,460.9	1,901.5	18.4%	41,449.7	34,654.9	6,794.8	16.4%
Excess (Deficiency) of Revenues over Expenses	-	-	-	n/a	-	(127.0)	(127.0)	n/a

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



Per Report No. 2024-44, *Proposed 2025 Operating and Capital Budget*, Administration identified that although the total funding allocation had been identified by the province, the specific guidelines had yet to be released at the time of writing, and that the 2025 Child Care and Early Years budget had been provided in a manner consistent with 2024, and that updates would be provided through the quarterly financial variance report process.

In that regard, and upon receipt of further information from the Ministry, it was confirmed that the order in which government funding is utilized has changed; in the past, program funding was used in the following order: Federal funding, Provincial funding, and then Municipal contributions based on the cost share requirements. With the change and subsequent clarification in the CWELCC funding model, provincial and municipal contribution must be fully utilized as per the funding agreement and identified cost-sharing requirements, before accessing the Federal funding. Administration is continuing to work through the implementation of these new guidelines to achieve full clarity relative to the funding impacts and will provide updates in subsequent Quarterly Financial Reports.

Expense highlights for Q1 and the full-year forecast include:

External Transfers	Forecast \$6,778,300 (17.0%) favourable
---------------------------	--

External transfers for child care and early years were less than budget in Q1 and are expected to be less than budget at year-end due to General Operating and CWELCC advances being less than expected. General Operating has now been combined with CWELCC for age groups 0-5 years, with only age groups 6-12 years being covered by General Operating. 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 is expected to continue through 2025 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-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Fee Subsidy	250.0	153.9	96.1	38.4%	1,000.0	904.5	95.5	9.6%
Special Needs	424.5	424.5	-	0.0%	1,698.0	1,698.0	-	0.0%
General Operating	1,359.1	56.1	1,303.0	95.9%	5,436.4	224.4	5,212.0	95.9%
Wage Enhancement	-	-	-	n/a	-	170.6	(170.6)	n/a
Other	36.9	0.1	36.8	99.7%	147.5	147.5	-	0.0%
Early Learning and Child Care	-	-	-	n/a	-	44.0	(44.0)	n/a
EarlyON	562.2	506.6	55.6	9.9%	2,248.8	2,079.8	169.0	7.5%
Journey Together	294.4	319.3	(25.0)	-8.5%	1,177.4	1,177.4	-	0.0%
CWELCC	7,067.6	6,620.1	447.5	6.3%	28,270.2	26,753.8	1,516.4	5.4%
Total	9,994.6	8,080.6	1,914.0	19.2%	39,978.3	33,200.0	6,778.3	17.0%



G. Housing 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 2025 Operating Budget revenues and expenditures, first quarter variances and year-end projections for Housing Programs.

Table 10:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	2,166.1	2,166.1	-	0.0%	8,664.4	8,664.4	-	0.0%
Federal grants	1,545.3	1,571.5	26.2	1.7%	6,181.1	6,019.5	(161.6)	-2.6%
Provincial grants	4,334.2	2,586.7	(1,747.6)	-40.3%	17,336.9	22,635.4	5,298.5	30.6%
Other revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	15.0	-	(15.0)	-100.0%	60.0	60.0	-	0.0%
Imputed rent adjustment	4.9	3.8	(1.0)	-21.1%	19.4	19.4	-	0.0%
Total Financing	8,065.5	6,328.1	(1,737.4)	-21.5%	32,261.8	37,398.8	5,137.0	15.9%
Expenses								
Personnel services	143.2	138.4	4.7	3.3%	572.6	543.7	28.9	5.0%
Materials	439.2	332.8	106.3	24.2%	3,358.2	3,198.2	160.0	4.8%
Contract services	15.0	3.2	11.8	78.5%	60.0	60.0	-	0.0%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	6,856.2	5,332.7	1,523.5	22.2%	25,823.3	31,062.4	(5,239.1)	-20.3%
Internal administration allocation	803.2	637.6	165.6	20.6%	3,212.8	3,277.8	(65.0)	-2.0%
Imputed rent recovery	29.6	29.6	-	0.0%	118.3	118.3	-	0.0%
Total Expenses	8,286.3	6,474.4	1,811.9	21.9%	33,145.2	38,260.4	(5,115.2)	-15.4%
Recoveries								
From housing programs	37.4	54.1	16.7	44.7%	149.6	207.8	58.2	38.9%
From homelessness programs	183.5	85.1	(98.3)	-53.6%	733.8	733.8	-	0.0%
Total Expenses Less Recoveries	8,065.5	6,335.1	1,730.4	21.5%	32,261.8	37,318.8	(5,057.0)	-15.7%
Excess (Deficiency) of Revenues over Expenses	-	(7.0)	(7.0)	n/a	-	80.0	80.0	n/a

Overall, Housing Program expenses were higher than budget in Q1, and are forecast to be under budget by \$80,000 at year-end.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for Q1 and the full-year forecast include:



Materials	Forecast \$160,00 (4.8%) favourable
------------------	--

Materials were lower than budget in Q1 and are expected to be \$160,000 higher than budget at year-end. A further breakdown of this variance is provided in Table 11, below:

Table 11:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
OPHI	20.9	185.1	(164.2)	-785.7%	83.6	497.3	(413.7)	-494.9%
COCHI	411.0	125.7	285.3	69.4%	3,245.5	2,671.5	574.0	17.7%
Other	7.3	22.1	(14.8)	-203.2%	29.1	29.4	(0.3)	-1.0%
Total	439.2	332.8	106.3	24.2%	3,358.2	3,198.2	160.0	4.8%

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

External Transfers	Forecast \$5,239,100 (20.3%) unfavourable
---------------------------	--

External transfers for Housing Programs were lower than budget in Q1 and are expected to be \$5,239,100 higher than budget at year-end. A further breakdown of this variance is provided in Table 12, below:

Table 12:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
External Transfers								
Provincial Reformed	1,222.0	1,274.6	(52.7)	-4.3%	4,887.8	4,873.6	14.2	0.3%
Former Provincial Reformed	135.3	120.0	15.3	11.3%	541.1	485.9	55.2	10.2%
Urban Native housing program	202.2	261.2	(59.0)	-29.2%	808.8	882.4	(73.6)	-9.1%
Private landlord rent supplement	569.9	584.7	(14.8)	-2.6%	2,279.7	2,334.3	(54.6)	-2.4%
Non-profit rent supplement	187.4	182.2	5.1	2.7%	749.4	733.5	15.9	2.1%
Portable Housing Benefit	317.8	295.3	22.5	7.1%	1,271.2	1,228.3	42.9	3.4%
IAH Ontario Renovates	75.0	25.6	49.4	65.9%	300.0	300.2	(0.2)	-0.1%
OPHI Ontario Renovates	73.4	-	73.4	100.0%	293.4	-	293.4	100.0%
COCHI capital repairs	197.0	32.8	164.3	83.4%	-	-	-	n/a
COCHI rent supplement	203.4	284.2	(80.8)	-39.7%	-	-	-	n/a
COCHI transitional operating	20.9	23.7	(2.8)	-13.6%	83.6	23.7	59.9	71.6%
HPP Operating	1,639.4	1,710.1	(70.8)	-4.3%	6,557.4	6,557.4	-	0.0%
HPP Capital	1,986.6	135.0	1,851.6	93.2%	7,946.2	12,784.4	(4,838.2)	-60.9%
Home for Good	26.2	26.2	(0.0)	0.0%	104.7	104.7	-	0.0%
Total	6,856.2	5,332.7	1,523.5	22.2%	25,823.3	31,062.4	(5,239.1)	-20.3%

The HPP Capital unfavourable variance is due to the timing of project completion. The HPP, COCHI and OPHI are 100% funded so there is no impact on the levy.



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 2025 Operating Budget revenues and expenditures, first quarter variances, and year-end projections for direct-owned Community Housing building operations.

Overall, direct-owned Community Housing building operation expenses were lower than budget in Q1 and are expected to be \$79,700 higher than budget at year-end which will result in a program levy operating surplus of \$79,700.

Table 13:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Financing								
Levy to municipalities & TWOMO	3,094.5	3,094.6	0.1	0.0%	12,378.0	12,378.0	-	0.0%
Federal grants	322.4	322.4	0.1	0.0%	1,289.4	1,289.4	-	0.0%
Provincial grants	-	-	-	n/a	-	-	-	n/a
Rents	2,940.7	2,963.3	22.7	0.8%	11,762.6	11,762.6	-	0.0%
Other revenue	60.5	58.3	(2.2)	-3.7%	242.1	242.1	-	0.0%
From (to) reserve funds	(284.8)	(366.1)	(81.3)	28.5%	(1,139.2)	(1,139.2)	-	0.0%
Imputed rent adjustment	6.1	4.8	(1.3)	-20.7%	24.2	24.2	-	0.0%
Total Financing	6,139.3	6,077.3	(62.0)	-1.0%	24,557.1	24,557.1	-	0.0%
Expenses								
Personnel services	1,107.3	1,002.7	104.6	9.4%	4,429.1	4,290.0	139.1	3.1%
Interest on long-term debt	14.9	15.3	(0.4)	-2.9%	59.5	63.0	(3.5)	-5.9%
Materials	4,568.3	4,472.4	95.9	2.1%	18,273.1	18,289.6	(16.5)	-0.1%
Contract services	2.5	-	2.5	100.0%	10.0	10.0	-	0.0%
Rents and financial expenses	2.4	0.8	1.6	66.7%	9.6	261.9	(252.3)	-2628.1%
External transfers	17.9	(17.0)	34.9	195.2%	71.4	61.3	10.1	14.1%
Loan principal repayment	397.9	409.9	(12.0)	-3.0%	1,591.5	1,590.4	1.1	0.1%
Internal administration allocation	302.2	267.0	35.2	11.6%	1,208.7	1,166.4	42.3	3.5%
Imputed rent recovery	37.0	37.0	(0.0)	-0.1%	147.9	147.9	-	0.0%
Total Expenses	6,450.2	6,188.1	262.1	4.1%	25,800.8	25,880.5	(79.7)	-0.3%
Recoveries								
Recovery from Ontario Works progra	51.3	51.3	(0.0)	0.0%	205.3	205.3	-	0.0%
Recovery from homelessness progra	254.2	164.2	(90.0)	-35.4%	1,016.7	1,016.7	-	0.0%
Recovery from building overhead	5.4	5.4	(0.0)	-0.5%	21.7	21.7	-	0.0%
Total Expenses Less Recoveries	6,139.3	5,967.2	172.1	40.0%	24,557.1	24,636.8	(79.7)	-0.3%
Excess (Deficiency) of Revenues over Expenses	-	110.1	110.1	n/a	-	(79.7)	(79.7)	n/a

Highlights for Q1 and the full-year forecast include:

Personnel Services

Forecast \$139,100 (3.1%) favourable

Personnel Services costs were lower than budget in Q1 and are forecast to be lower than budget by \$139,100 at year-end due to temporarily vacant positions throughout the year.

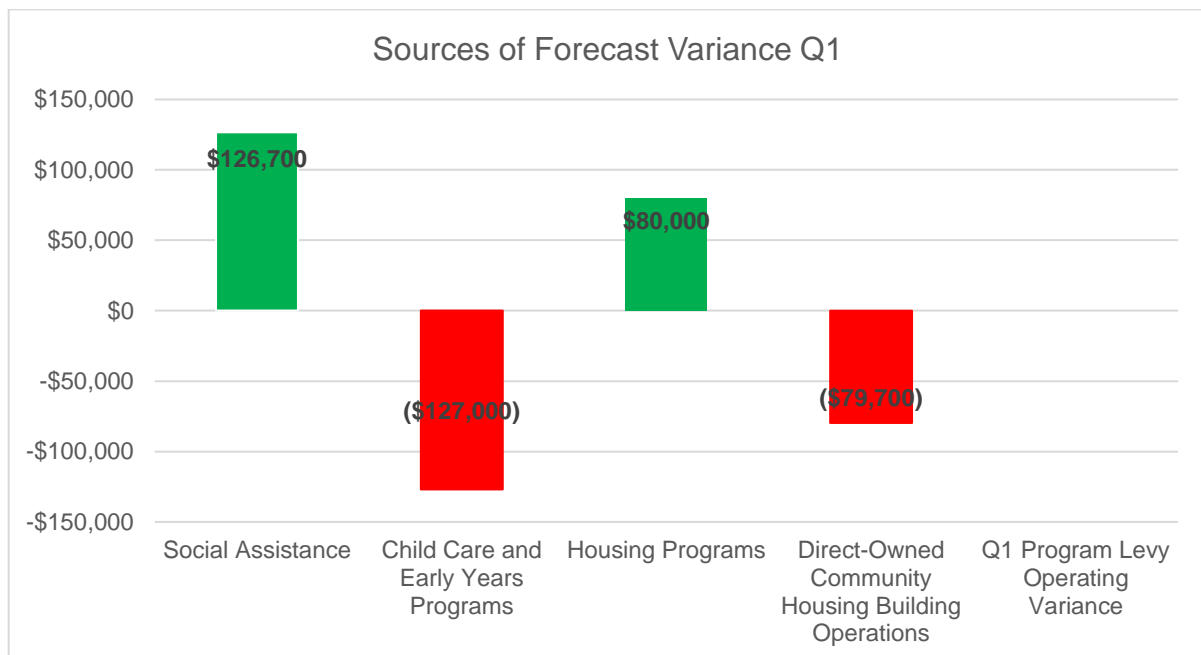


Rents and Financial Expenses **Forecast \$252,300 (2,628.1%) unfavourable**

Rents and Financial Expenses were lower than budget in Q1 and are expected to be \$252,300 higher than budget at year-end. The variance is due to accounting provisions associated with allowance for doubtful accounts.

CONCLUSION

Through the 2025 First Quarter Financial Report, Administration is projecting to be on budget overall for the 2025 year. The chart below summarizes the Q1 forecast levy operating surplus/deficit for 2025, by program:



The District of Thunder Bay Social Services Administration Board Key Performance Indicators – Summary

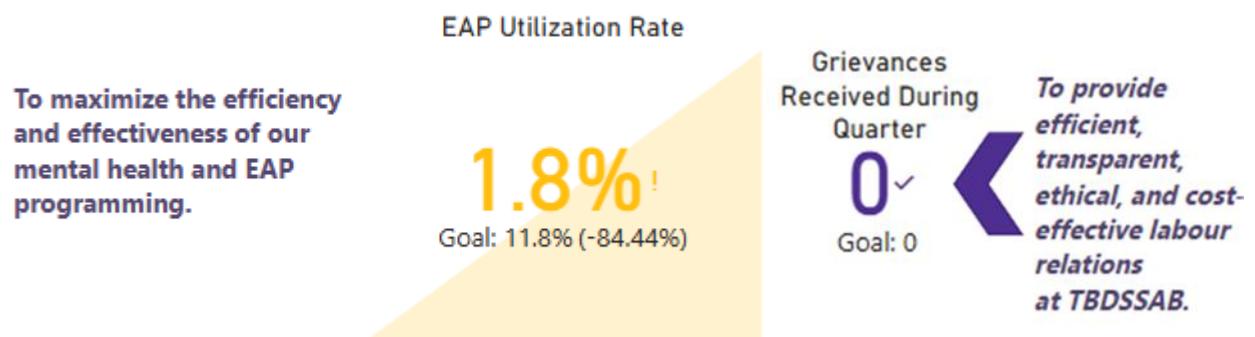
The Office of the Chief Executive Officer

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 2025.

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 KPI for 2025 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. KPIs will be reported beginning with the Second Quarter Financial Report.

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. To measure the effectiveness of the Human Resources Department, Administration has established a KPI target of zero grievances received and a target Employee Assistance Program (EAP) utilization rate of 11.8%.



In Q1, there were no grievances received. This result is consistent with the positive relationship between management and the bargaining unit. Also, in Q1, the EAP utilization rate was 1.8%. TBDSSAB offers EAP services to all employees and family members for counselling, consultations, community referrals, and other resources. Services are available 24 hours per day, seven days a week. Administration encourages all staff to utilize these services if needed.

Corporate Services Division

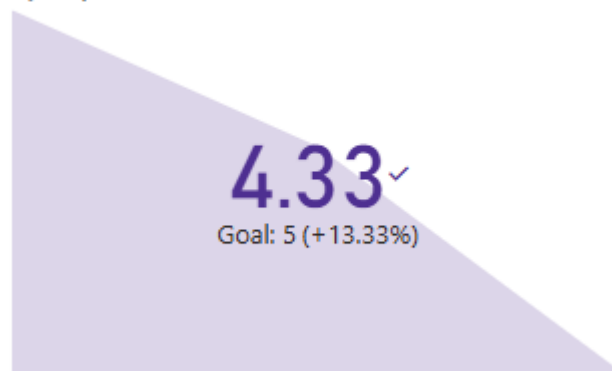
Finance

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 are measures related to the timeliness and accuracy of the financial information to enable informed decision-making which are measured by journal entries and business close timelines with targets of five (5) entries and ten (10) business days respectively.

In Q1, journal entries met the target; and number of business days to close is not tracked in Q1 while the year-end processes are in progress.

Average Journal Entries (YTD) and Target Number
by Report Date



Purchasing

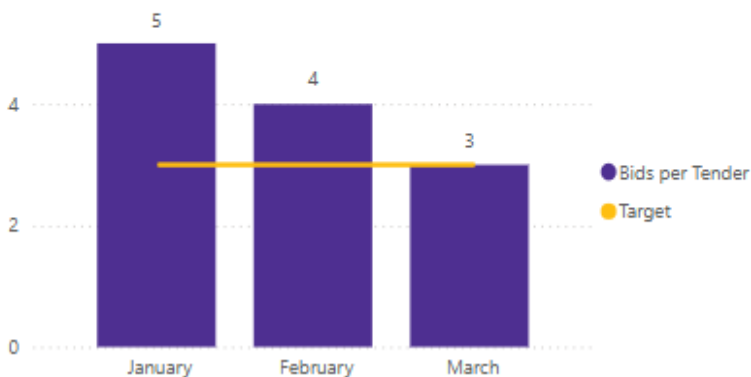
Attracting multiple bidders improves the opportunity to attain greater cost savings/cost avoidance, the ability to optimize organizational spending allocation, and that the specifications being written are being understood clearly. This will also eliminate the dependency of relying on too few bidders 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 Q1 results.

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 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 (1) addendum per public procurement process has been established. On average, the target has been achieved through Q1 results.

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

0.83✓

Goal: 1.00 (+16.67%)

To manage supply base efficiently and effectively.

Information services

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 for total IT system, and phone system uptime was established at 99% to ensure maximum productivity. The average uptime for both systems for Q1 was 100%.

*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%)

A KPI relative to Patch Management was included to ensure systems are up to date. Patches are software updates that can contain fixes for security vulnerabilities. In that regard, it is expected that critical patches (updates) on high and medium priority devices are patched within 90 days of release. This target was met through Q1.

Patch Management - applying
critical patches on high & medium
priority devices

100.00%✓

Goal: 100.00% (+0%)

Information Services provides and maintains network security systems to prevent breaches and viruses from entering TBDSSAB systems. The KPI target is established at zero security breaches through the perimeter. There were no breaches or viruses that penetrated TBDSSAB's defenses in Q1.

To minimize security breaches
Security Breaches

0✓

Goal: 0

Active Viruses that
Penetrated Defenses

0✓

Goal: 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 Q1 was 100%.

*To ensure privacy requests are completed
within the legislated timeframe*

Privacy Requests Completed
by Required Timeframe

of Archive Boxes Stored at
Off-site Facility*

100%✓
Goal: 100.00% (+0%)

(Blank)!
Goal: -10.0% (-100%)

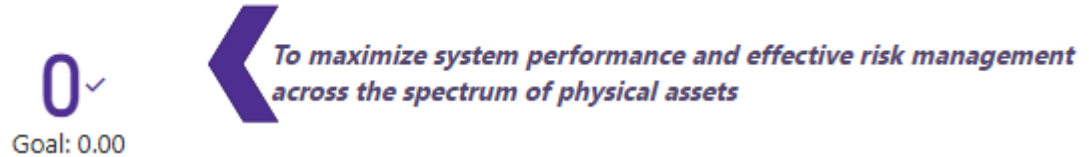
- **To be reported annually (Q4)*

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. The annual target is based on the reduction in the number of boxes stored off-site per the approved destruction schedule; for 2025, the target is 5% or 150 boxes. This KPI is measured at year end.

Infrastructure & Asset Management

Preventative Maintenance plans are key to ensuring TBDSSAB's investment in physical capital assets is maintained to maximize system performance and effective risk management. This further supports the ability to implement long-term capital planning processes. The target is to have zero system failures on large mechanical equipment such as elevators, generators, make-up air, and domestic water heater systems. In Q1, this target was met.

System Failures Based on Incomplete or
Substandard Preventative Maintenance
Plans



With its significant investment in physical capital assets, maximizing 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 KPI was updated in 2024 to track the movement to the desired outcome for all properties and shows the effectiveness of long-term capital plans and the related financial sustainability of capital plans. With the updated Building Condition Assessments (BCA) in 2024, the benchmarks were updated for 2025. This KPI will be measured at year end once the system has been updated for work completed during the year.

Integrated Social Services Division

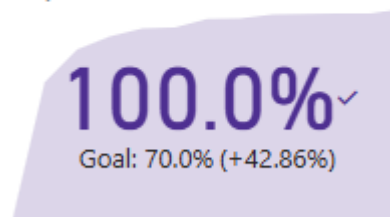
Intake and Eligibility

The KPIs for the Intake and Eligibility Department are centered 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. With this new electronic system in place, the target is 70% of the housing applications will be processed within 10 business days.

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

Housing Waitlist Applications
Processed within 10 Business
Days*



* Applications received in the quarter

Intake and Eligibility ensures that 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 as it provides consistent and timely communication. The Error Rate KPI for mail delivery was established at 4% of all pieces of mail that are posted and relates to mail being returned to TBDSSAB due to incorrect addresses. This KPI will be reported beginning in Q2.

Social Assistance

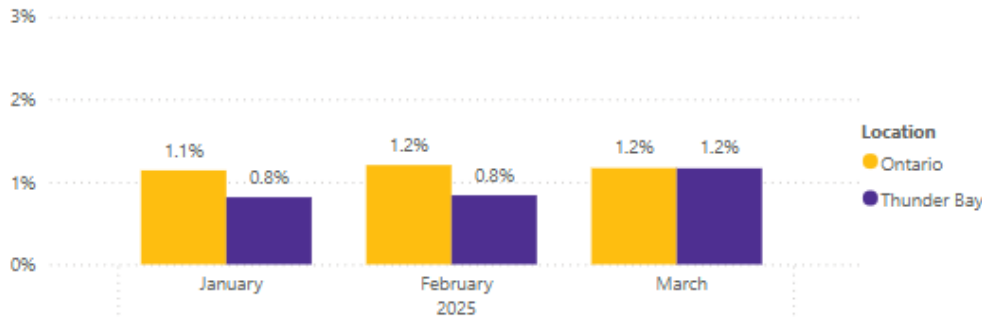
Ontario Works (OW) is an employment-focused program with the goal of moving individuals along the continuum towards employment and self-sufficiency. With the objective of delivering the OW program in accordance with legislation and regulations, the KPI relates to supporting OW adults and ODSP non-disabled adults with participation requirements.

To further support social assistance clients, the program objective is to develop and deliver appropriate programming to help individuals move along the continuum towards employment and self-sufficiency. KPIs relate to the clients who are referred to Employment Ontario, clients that exit to employment, and individuals who exit the program for any reason and return within one year. For Q1, the percentage of caseload exiting to employment is 1.86% compared to the Provincial average of 1.18%.

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

Average % of caseload exiting to employment - Performance Report

Target: Higher than Ontario Average

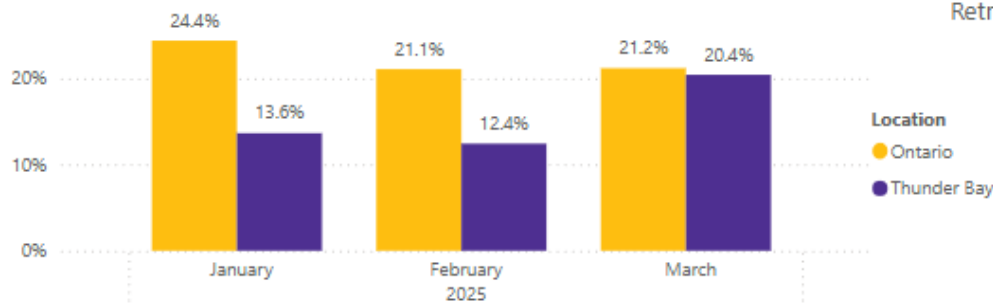


1.8%

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

Key Performance Measures	Definition of Terms	Target
To deliver the OW program in accordance with legislation and regulations	% OW adult and ODSP non-disabled adults with participation requirements that have a proper Action Plan created	100%
To develop and deliver appropriate programming to help individuals move along the employment continuum	% of OW adult and ODSP non-disabled adults who are referred to Employment Ontario	31%
	% of OW adult and ODSP non-disabled adults (individual or family units) that exit to employment	10%
	% of OW adult and ODSP non-disabled adults (individual or family units) that exit the program for any reason and return within one year	37%

The above KPI's will be reported from Q2 onwards.

Child Care and Early Years

Administration uses staff surveys to determine the learning needs of staff to build capacity through professional learning. Administration will also conduct satisfaction surveys with educators to assess if the professional learning met their needs and a target of 75% has been set.

Administration has set a growth target for Canada Wide Early Learning Child Care (CWELCC) for 2025 to increase the number of available licensed home child care spaces. The target for 2025 is five homes with 30 licensed spaces and is reported annually in Q4.

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

of Licensed Home Child Care Spaces



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

Reporting frequency: Annually.

To increase Child Care and Early Years' Staff Capacity

% of educators reporting the professional learning they accessed met their needs



Reporting frequency: Annually.

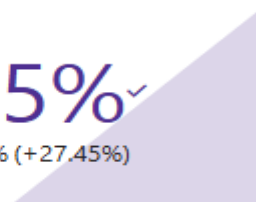
TBDSSAB's pedagogical model has been implemented and Administration is targeting 80% of service providers showing improvement over time using the Capacity Building Rubric.

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

% of Pedagogical Model Implemented

25.5%✓

Goal: 20% (+27.45%)



Administration has oversight of service providers governance, administrative, and financial accountability. Administration is targeting to have six operational reviews completed in 2025. This KPI is reported annually at year end.

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

of Governance, Administrative and Financial Reviews administered



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

Housing & Homelessness Programs

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. The KPI relates to the number of net new housing supports (rent supplements, Portable Housing Benefits).



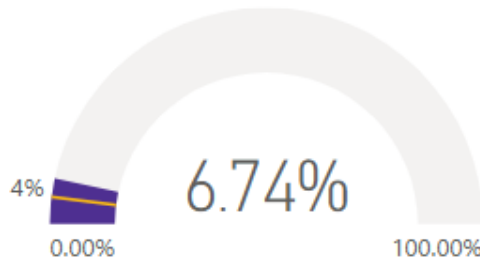
In support of the Province's goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters. Through outreach and engagement, staff work with these individuals to find more permanent housing solutions. The KPIs relate to the number of chronic homelessness individuals presenting, and the number of individuals on the by-name list. These KPIs will be reported in subsequent quarterly reports.

Housing Operations

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. Timely turnaround is important to ensure those individuals and families in need can be housed. In addition, Administration uses tenant-surveys to determine the overall satisfaction of experiences in the direct-owned housing with a focus on continuing to improve positive responses.

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

Total Vacancy Rate for the Quarter



263

Complaints about Cleanliness or Garbage in the Tenant Survey*



-15.0%

Target: Decrease in Complaints about Cleanliness or Garbage in 2024 Survey

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

44.3%

Positive Responses to Tenant Survey**



15.0%

Target: Increase in Positive Responses in 2024 Survey

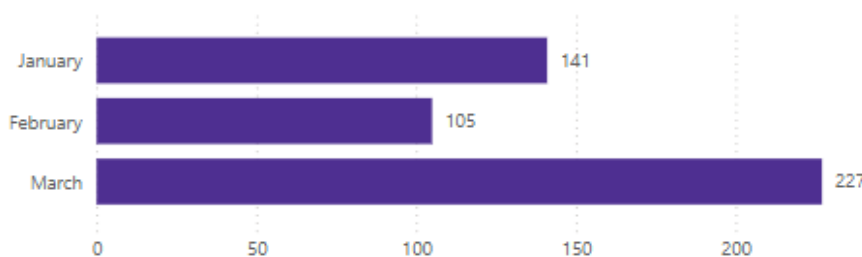
* Complaints for cleanliness or garbage are all "Poor" responses to 4 questions of the 2024 Tenant Survey - 11.5% of the total responses to these questions.

** Positive responses to tenant survey are of all questions asked in the 2024 Tenant Survey

To create vibrant communities for tenants through engagement and collaboration, KPIs relate to the number of referrals from Tenant Support Workers to external agencies, and the number of community partners delivery services within TBDSSAB's properties. The number of agencies providing direct services within TBDSSAB properties was 28 at the end of Q1 and is on track to exceed the target for the year.

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

Tenant Referrals Made to Services by Month



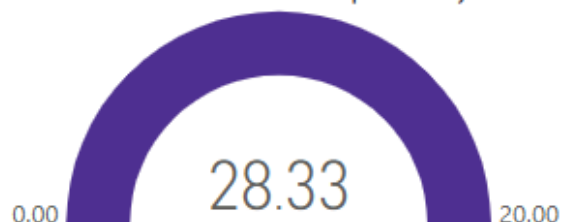
50

Target: Referrals Per Month

Community Partners with Services in Properties by Month

20

Target: Community Partners for 2025





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

Fiduciary Responsibility Checklist

Year: 2025

[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	✓				
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.

07-May-25

Director - Corporate Services Division

Date

07-May-25

Chief Executive Officer

Date

TBDSSAB Quarterly Operational Report

Report No. 2025-18

1st Quarter Operational Report

January 1st– March 31st, 2025



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Child Care and Early Years: Placed Children



Total # of Children placed as at end of Q1 2025	95
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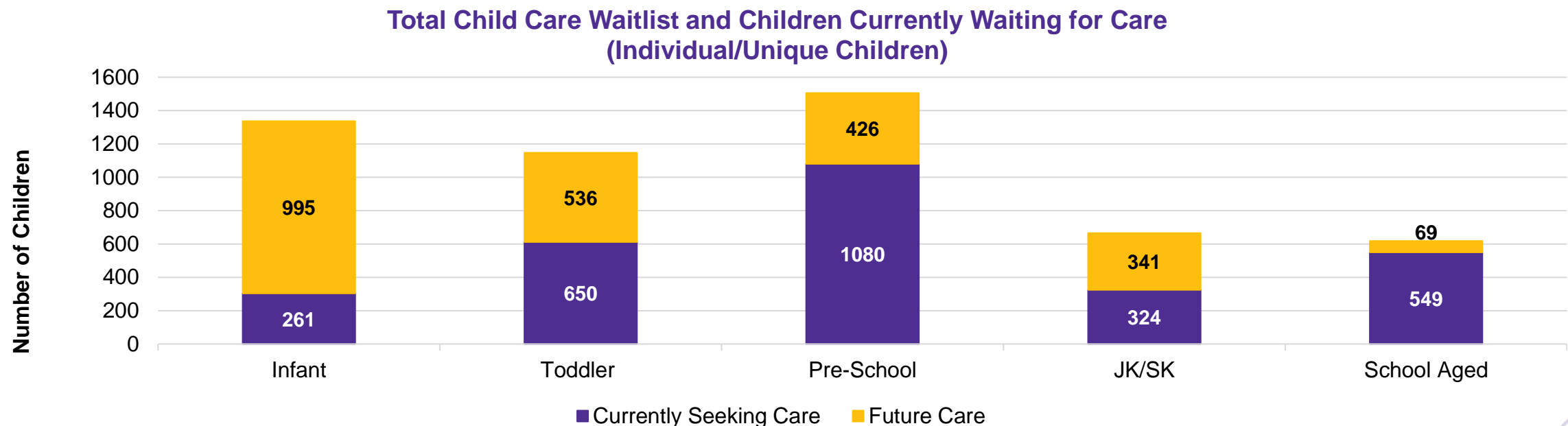
Number of Placed Children



Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy	1,469	Number of Families Applying for a Full Fee Space	3,009
Number of Families Applying Special Needs Services	60	Total Number of Placed Children in Q1	95



Child Care and Early Years: Waitlist



Total Waitlist as at end of Q1 2025	4,480	Percent of Waitlist Currently Seeking Care as at end of Q1 2025	48.6%
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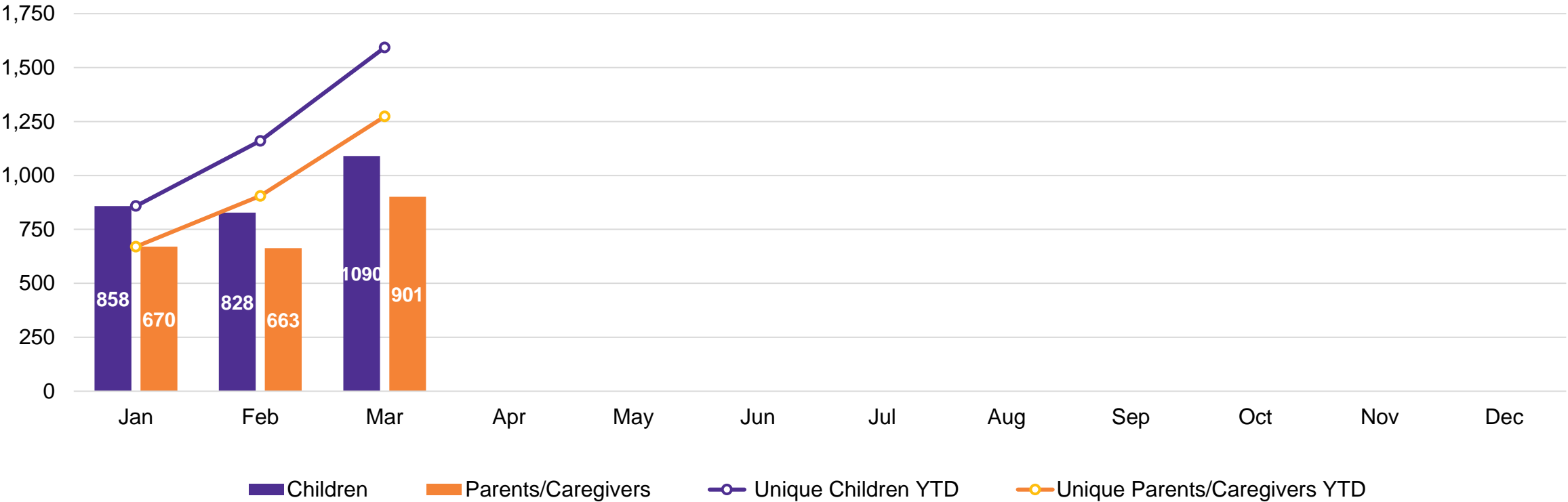
Total Waitlist Trends by Program: 2025



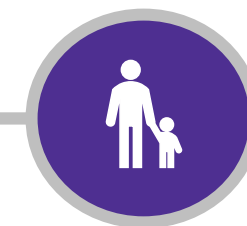
Child Care and Early Years: EarlyON



Children and Parents Who Attended an EarlyON Centre in the District of Thunder Bay



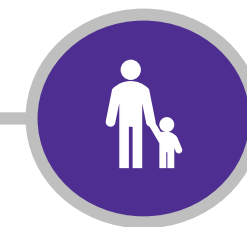
Child Care and Early Years: EarlyON



EarlyON Site	Location	Total Visits (Children)	Total Visits (Parent-Caregiver)
Abiinojiishiik-amino-yawook EarlyON Child and Family Centre	Thunder Bay	569	400
Anishnawbe Mushkiki	Thunder Bay	567	479
Bingwi Neyaashi Anishinaabek EarlyON Centre	Thunder Bay	34	35
Brass Bell Family Resource Centre	Manitouwadge	201	164
Brass Bell Family Resource Centre	Nipigon	197	95
Brass Bell Family Resource Centre	Schreiber	139	100
Brass Bell Family Resource Centre	Terrace Bay	71	64
Brass Bell Family Resource Centre	Dorion	106	70
Brass Bell Family Resource Centre	Red Rock	217	175
Centre Grandir en Francais	Thunder Bay	63	52
Children and Family Centre - Confederation College Campus	Thunder Bay	0	0



Child Care and Early Years: EarlyON



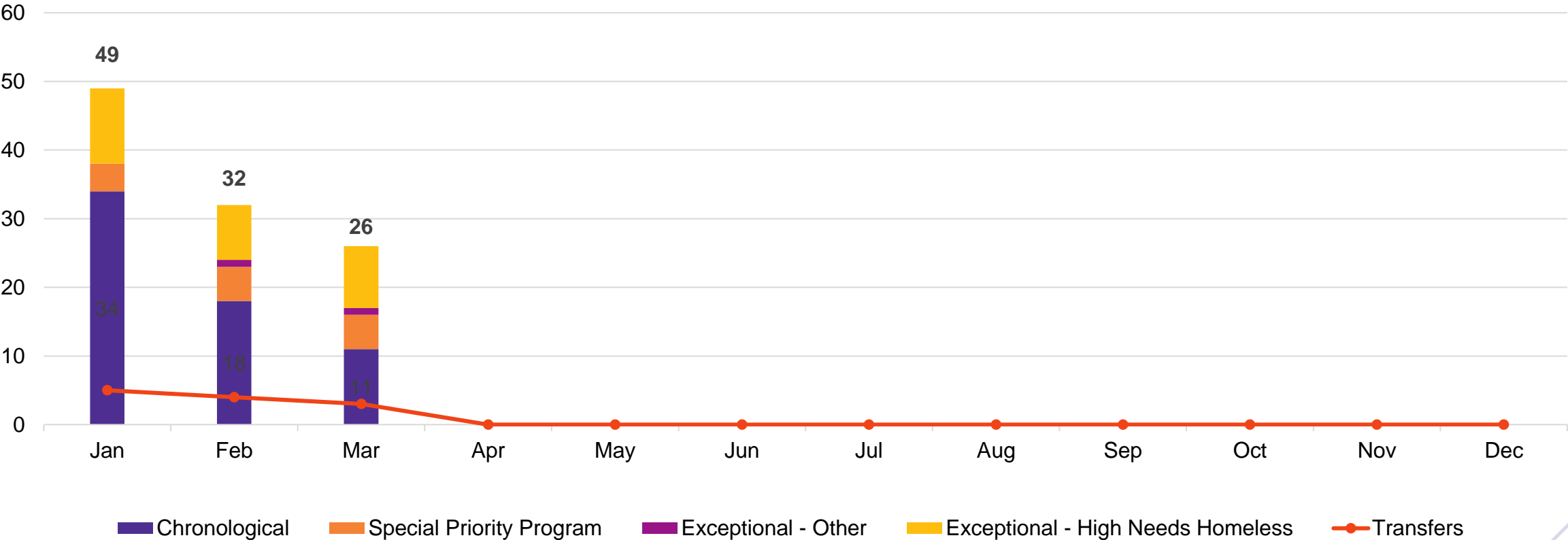
EarlyON Site	Location	Total Visits (Children)	Total Visits (Parent-Caregiver)
Children and Family Centre - Algonquin Public School	Thunder Bay	488	435
Children and Family Centre - Our Lady of Charity Catholic School	Thunder Bay	430	367
Communities Together for Children (Northwood)	Thunder Bay	2189	1770
Early Years Community Site - Intercity Mall	Thunder Bay	818	694
EarlyON Child and Family - Gorham And Ware School	Lappe	42	34
EarlyON Child and Family - Whitefish Valley School	Kakabeka	35	28
EarlyON Child and Family Centre	Murillo	606	490
Greenstone EarlyON	Geraldton	0	0
Marathon Children and Family Centre	Marathon	144	104
Thunderbird Child and Family Centre	Longlac	95	84
Waabogonee EarlyON Centre	Thunder Bay	251	209



Housing: Applicants Housed



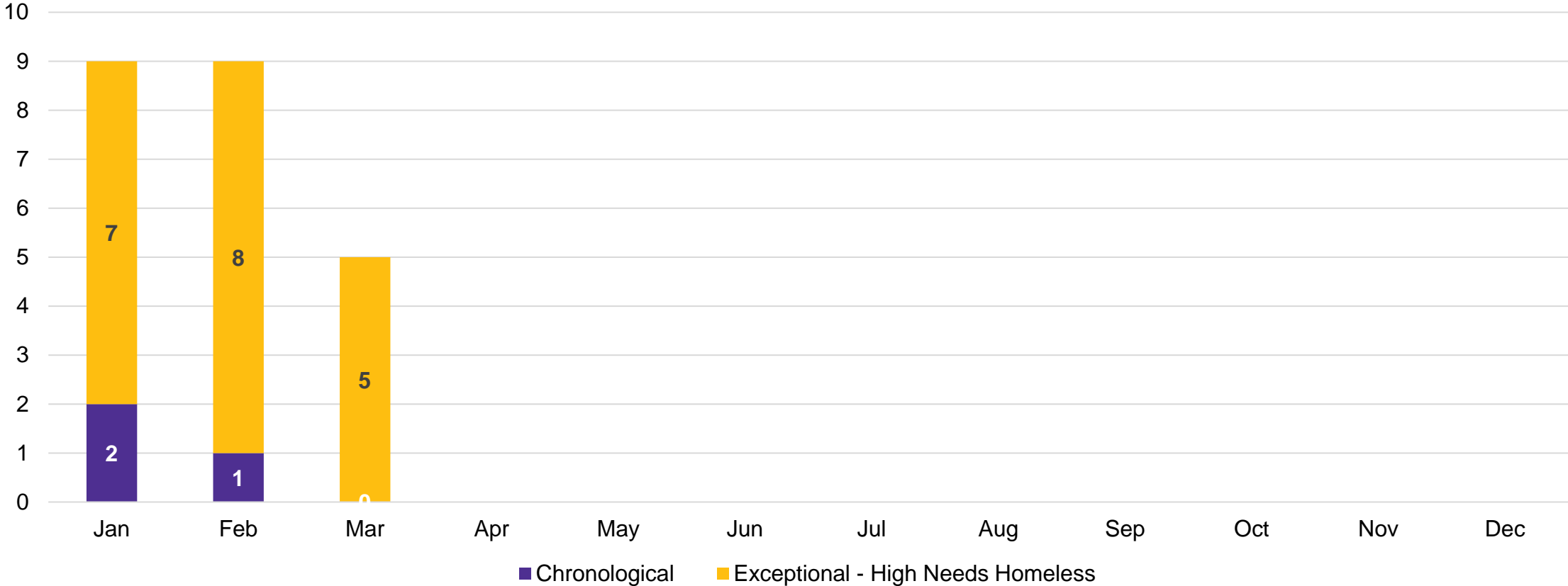
Total Number of Applicants Housed Per Month



Transitional & Supportive Housing: Applicants Housed



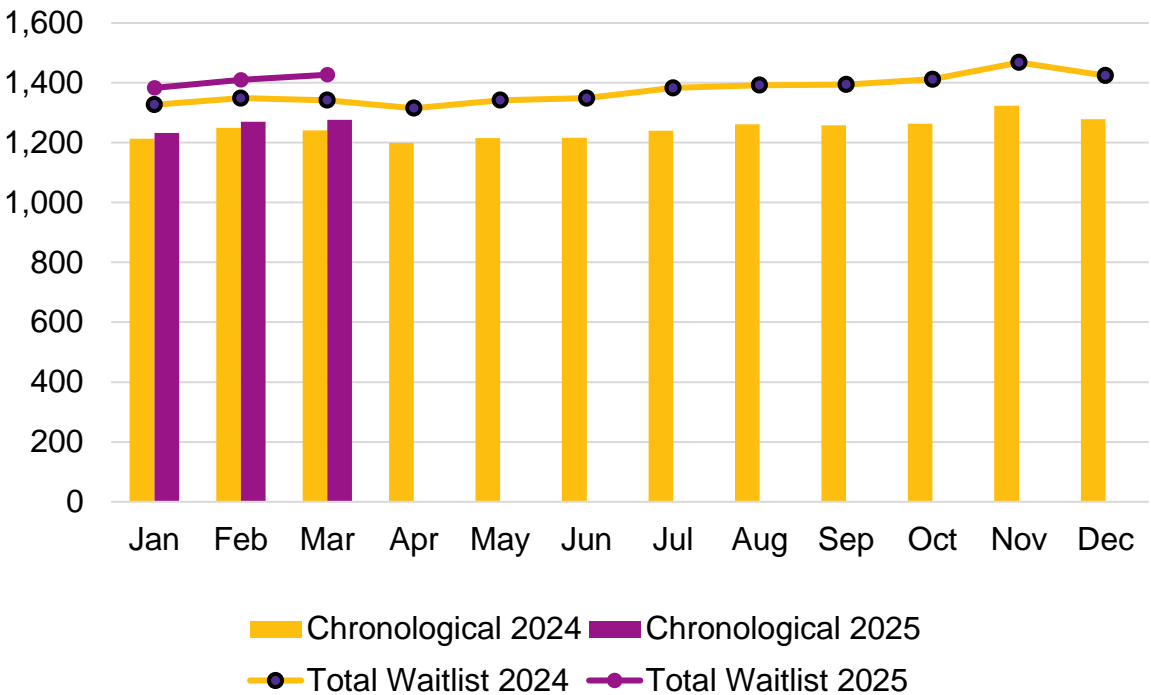
Total Number of Applicants Housed Through Transitional and Supportive Housing



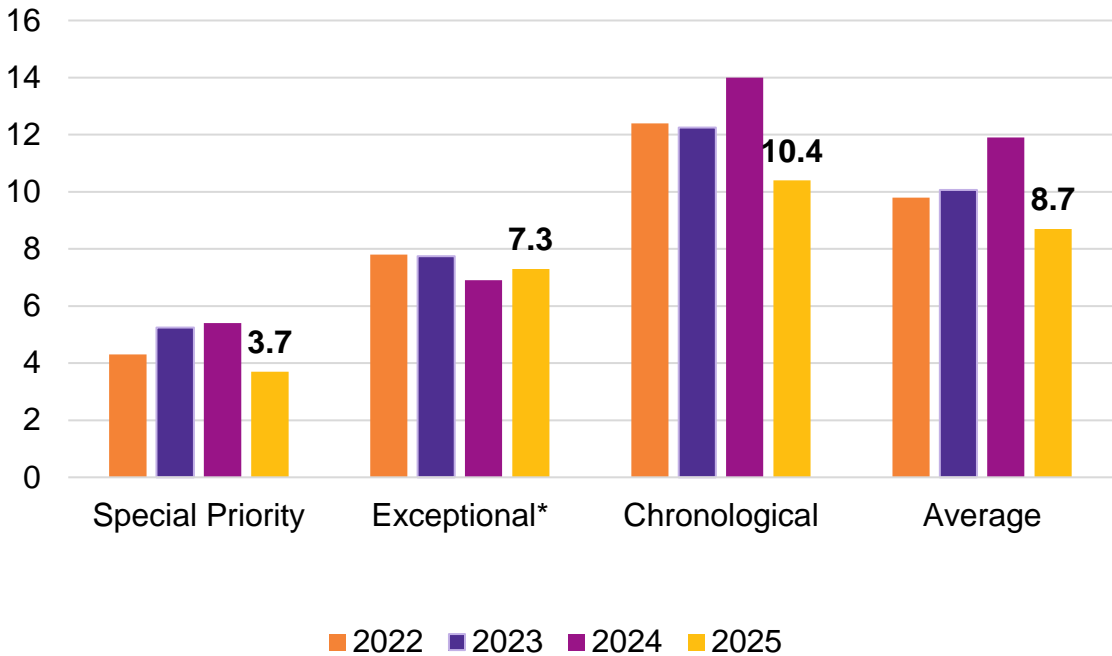
Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months



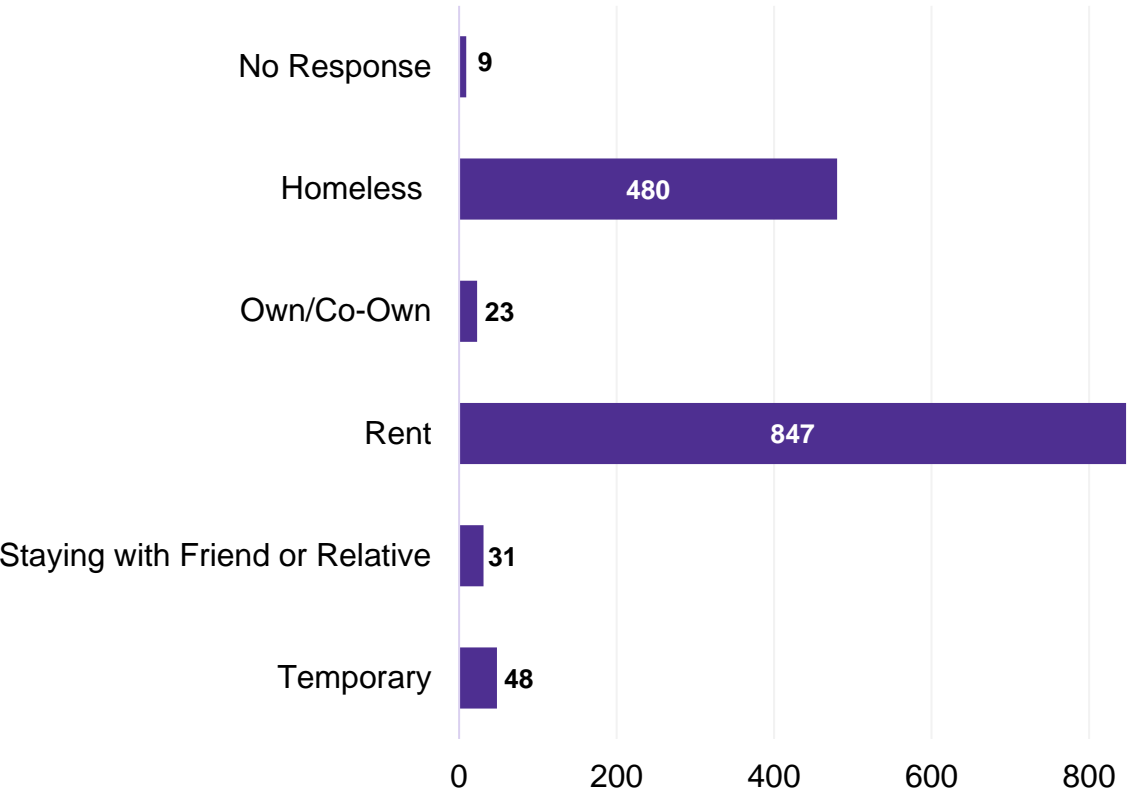
*Exceptional = Medical + Family Reunification + High Needs Homeless Priority



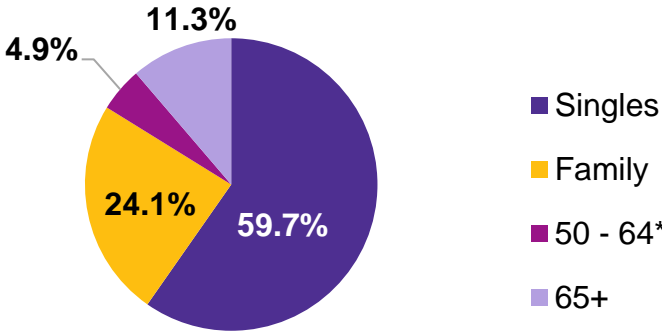
Housing: Applicants' Data



Current Housing Status of Applicants, as at end of Q1^{1,2}

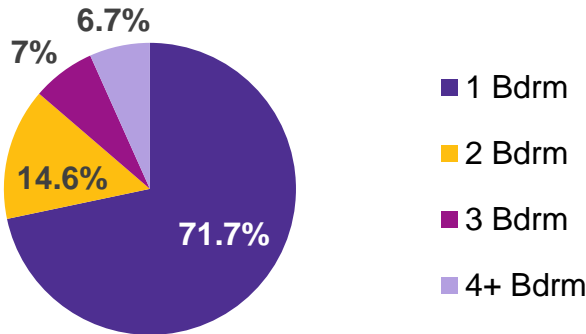


Household Type Demand, as at end of Q1



* Includes applicants 50-64 who applied for Senior units, and special BISNO project with McKellar Place

Unit Type Demand, as at end of Q1



¹This is head of household information.

²Status is based on self-identification on the application. This does not necessarily mean the applicant is on the HNH waitlist.



Housing: Emergency Shelter Use



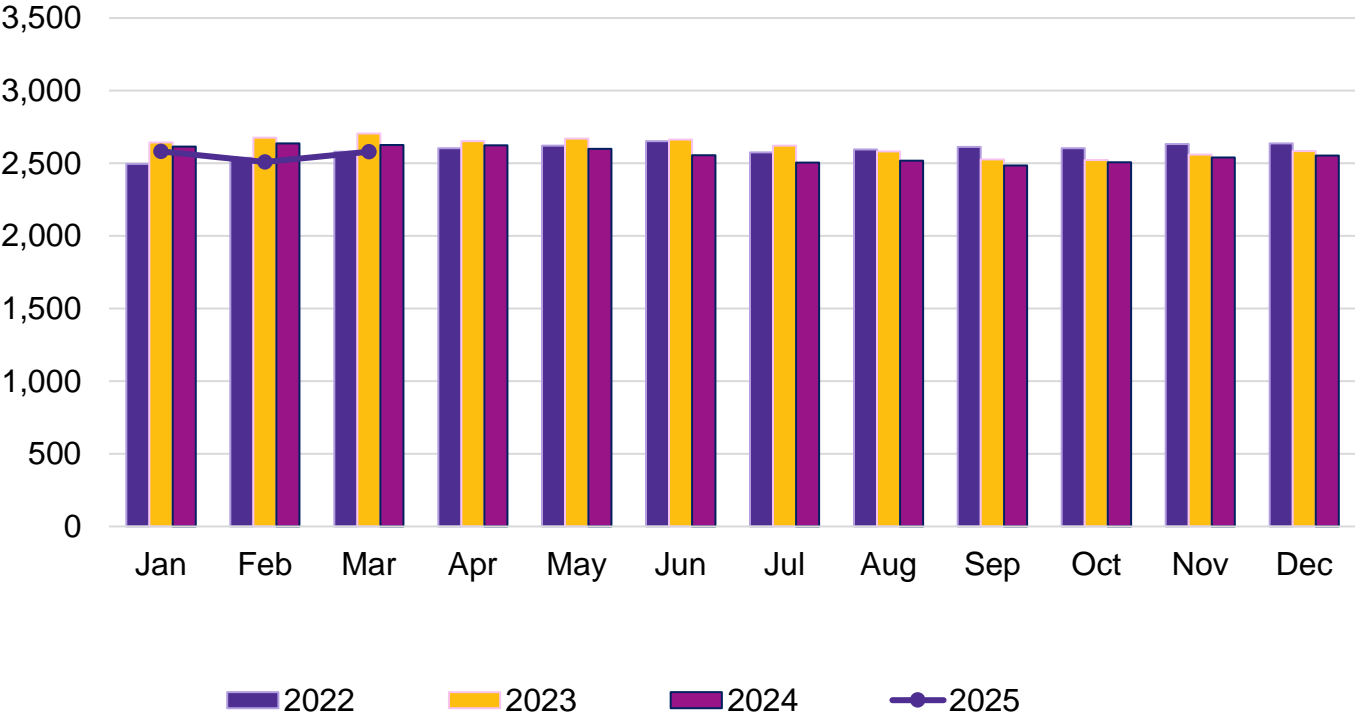
Emergency Shelter	Max Beds	January Average Usage	February Average Usage	March Average Usage
Shelter House	72	61	56	58
Salvation Army	41	36	32	38
Urban Abbey Women's Shelter	20	8	9	9
Urban Abbey Overflow	20	15	12	11
Grace Place Out of the Cold	35	25	23	23



Ontario Works: Caseload



OW Caseload¹



Number of Cases at end of Q1	
OW Caseload	2579
Temp Care Cases	164
ODSP Caseload ²	36



Ontario Works: Caseload Profiles



Demographic Information

Cases¹ (Monthly Average) by Family Structure

Family Structure	Year			
	2022	2023	2024	2025
Singles without children	1,685	1,702	2009	2068
Singles with children	792	809	790	771
Couples without children	29	28	25	29
Couples with children	90	78	85	86
All Cases ²	2,596	2,618	2,909	2,954

Active Adults (Monthly Average) by Level of Education

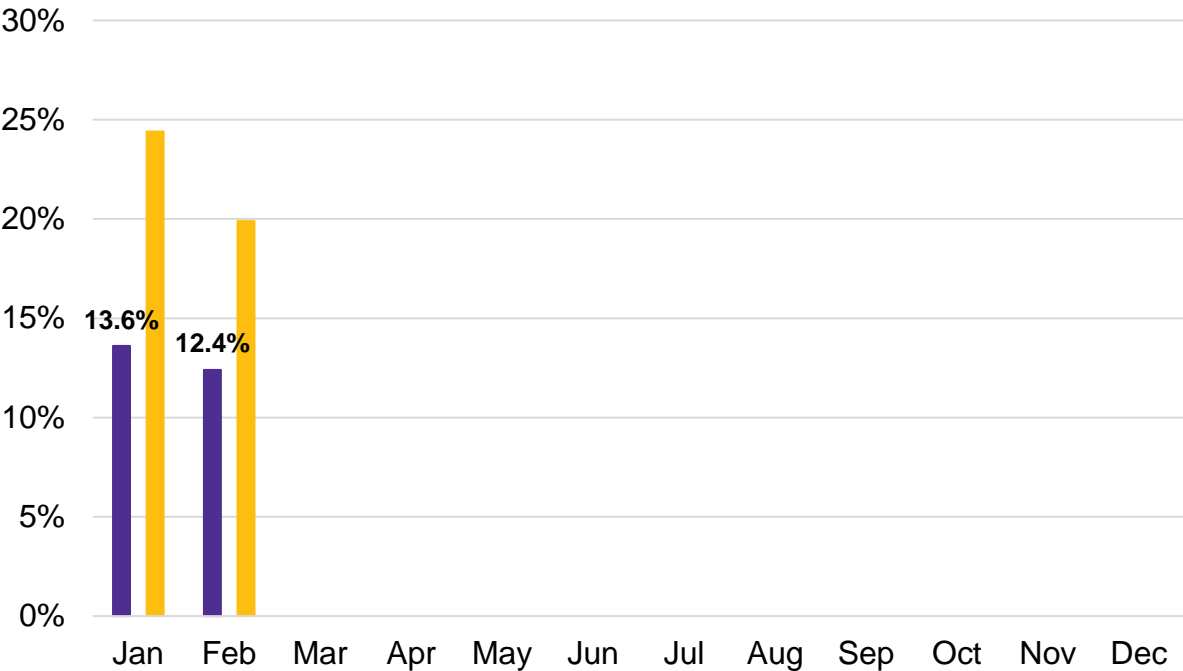
Level of Education	Year			
	2022	2023	2024	2025
Grade 1-8	154	144	111	110
Grade 9-11	1,169	1,108	968	913
Grade 12-13	796	802	827	816
Post Secondary	413	412	409	405
All Adults ²	2,533	2,466	2,315	2,244



Ontario Works: Employment Assistance Services

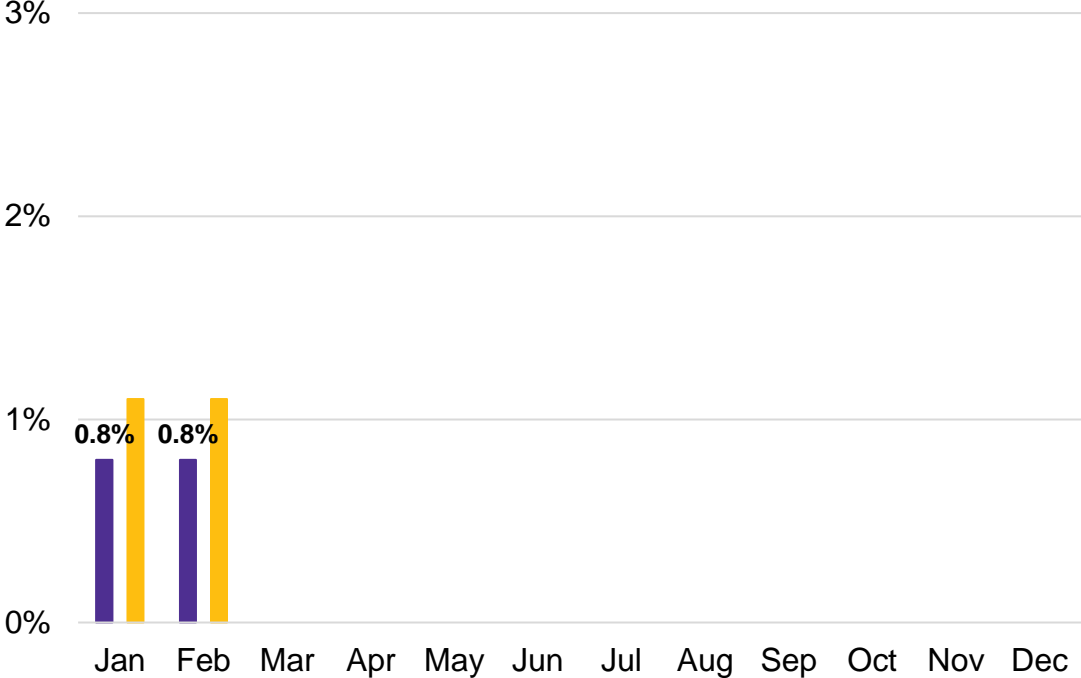


% of Terminations Exiting to Employment*



■ TBDSSAB ■ Ontario

% of Caseload Exiting to Employment*



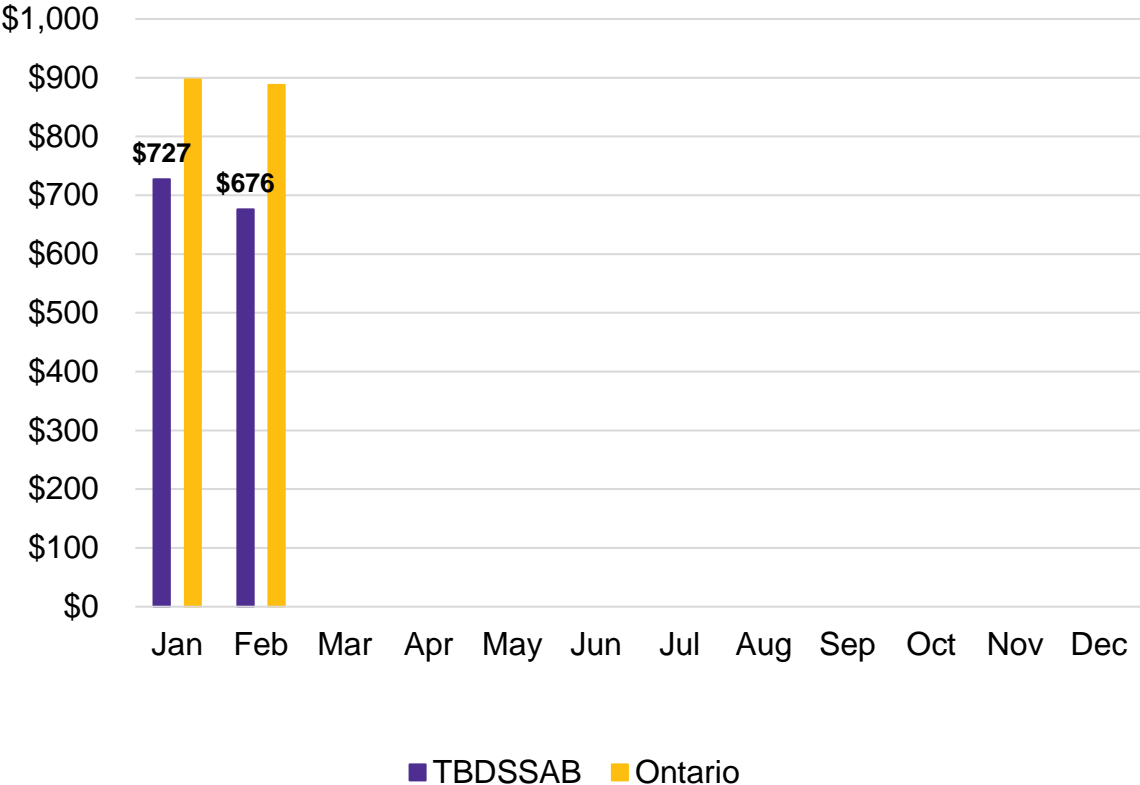
■ TBDSSAB ■ Ontario



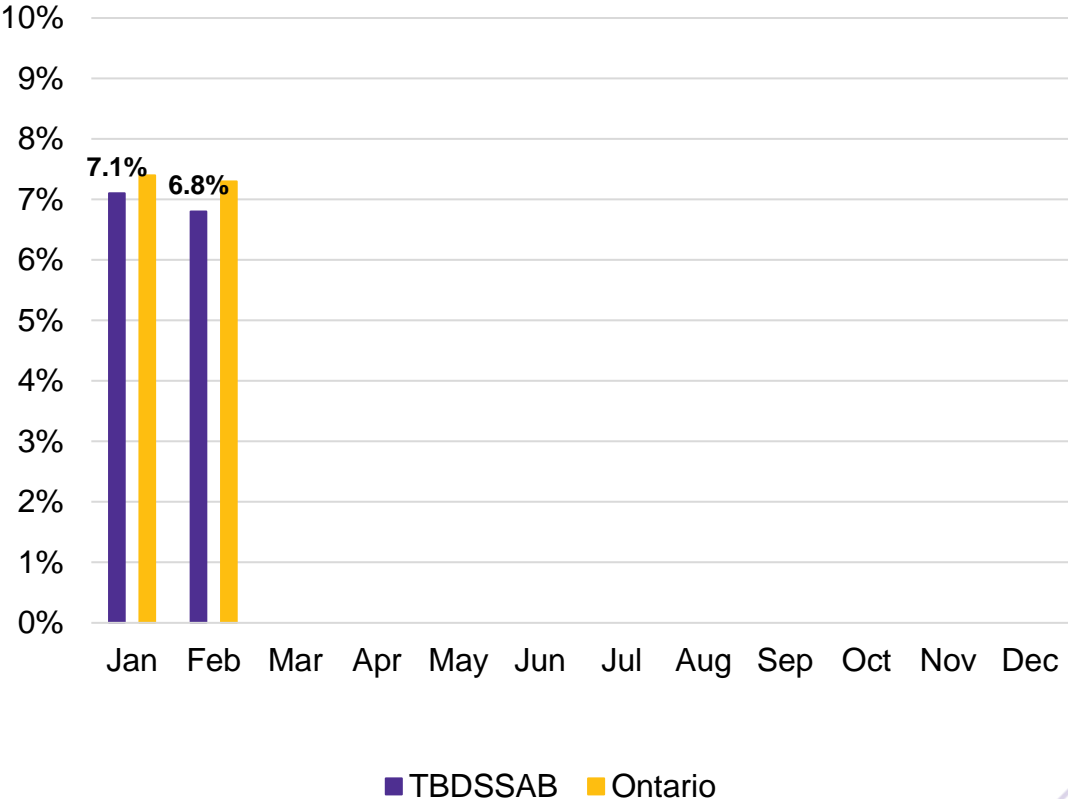
Ontario Works: Employment Assistance Services



Average Monthly Employment Earnings by Case



% Caseload with Employment Earning



TBDSSAB Quarterly Operational Report

1st Quarter Operational Report
January 1st– March 31st, 2025





BOARD REPORT

REPORT No.: 2025-19

MEETING DATE: MAY 15, 2025

SUBJECT: 2024-27 STRATEGIC PLAN – 2025 FIRST QUARTER UPDATE

RECOMMENDATION

THAT with respect to Report No. 2025-19 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 First Quarter Update for information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 first quarter progress update on the 2024-27 Strategic Plan (the Plan).

BACKGROUND

The Board approved the Plan on December 14, 2024 by Resolution No. 23/104. A Report is to be presented by the Chief Executive Officer within 60 days of the end of each quarter to identify the previous quarter's progress in achieving the strategic directives.

COMMENTS

The Plan includes three strategic directions: Culture, Compassion, and Excellence. Within these strategic directions are six strategies and 41 objectives. Administration's goal is to complete 90% of the objectives from the Plan by December 31, 2027.

As of March 31, 2025, the overall progress on the plan is 48%.

Table 1 and Table 2 below summarize the progress made to March 31, 2025.

Table 1: Strategic Plan 2024-27 Progress Summary as of March 31, 2025

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	3	3	72%
	2: Fostering an Engaged and Collaborative Culture	7	2	3	54%
Compassion	3: Humanizing Human Services	8	1	3	26%
	4: Encouraging Advocacy & Awareness	9	2	5	49%
Excellence	5: Fostering Innovation and Progress	6	1	2	35%
	6: Promoting Reconciliation & Inclusion	5	2	1	51%
	Summary	41 Objectives	11 Completed	17 Underway	48% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: RPT 2024-32	100%
1.3 Implement knowledge sharing and transfer plan.	Knowledge-sharing and transfer plan (from Objective 1.1) drafted and presented to CEO for review. On track for 2025 implementation.	33%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	Departmental information sessions implemented in 2024 as part of annual cross-departmental team building event (Objective 1.2) through Internal "Career Fair" event. Next step will be to leverage information shared via Career Fair events throughout the year for specific departments. On track for 2025 implementation.	66%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	In planning stage. On track to begin implementation in 2025.	35%

STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: RPT 2024-47	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	On track to complete in 2025 as part of big-picture engagement strategy linked to objective 2.4.	80%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Reported Complete in 2024-Q4: RPT 2025-07	100%
2.4 Implement a plan for staff engagement based on survey results.	2-year action plan, including big-picture staff engagement strategy, on track to be implemented in 2025.	66%
2.5 Implement a process for staff to submit solutions-based ideas and feedback.	On track to complete in 2025 as part of big-picture engagement strategy linked to objective 2.4.	33%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Reported Complete in 2024-Q4: RPT 2025-07	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Further progress toward this objective is on hold pending more information about TBDSSAB's role in the HART Hub project and its impact on data collection.	50%
3.3 Develop a research plan for an anti-stigma research initiative and awareness campaign in consultation with staff and PWLLE.	Strategy for how to approach consultation and planning process in place. Consultation will be scheduled in Q3-4. On track to complete in 2025.	50%
3.4 Four (4) culturally safe spaces available across TBDSSAB properties.	In consultation and planning stage.	5%

STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Reported Complete in 2024-Q4: RPT 2025-07	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Reported Complete in 2024-Q4: RPT 2025-07	100%
4.3 Board advocates for more community policing.	Meetings held between CEO and Chief of TBPS for ongoing collaboration between the police and administration. Opportunities for Board-level advocacy to be determined.	50%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Communications Strategy updated to include Awareness of TBDSSAB programs and service systems as a key priority for 2025. ISS Division is exploring partnerships and tools to increase information sharing and knowledge translation opportunities. On track for 2025.	55%
4.5 Implement a public education and awareness campaign related to CCEY system.	Campaign plan developed via Child Care and Early Years team and Communications & Engagement. In development stage. Will be implemented in 2025.	55%
4.6 Implement two (2) new tactics to support advocacy initiatives.	In Q1 2025, TBDSSAB included a new summary sheet as supplementary information with delegation briefing packages at ROMA, ahead of schedule.	50%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	Information sharing sessions being planned for Q1 & Q2 of 2025, ahead of schedule.	30%

STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Continuous Improvement Plan in progress. Recommendations to be finalized in 2025.	80%
5.2 Assess current data collection to align data practices with our strategic goals.	Data collection practices have been assessed and updated to reflect strategic goals and reporting requirements.	100%
5.3 Conduct an evaluation of tech hubs to inform an expansion plan.	Consultation/feedback scheduled for Q3. Expansion plans for 2025 include adding an additional Tech Hub and improvements to current hubs.	30%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting	TBD pending recommendations from objective 5.1	0%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Reported Complete in 2024-Q4: RPT 2025-07	100%
6.2 Board education about reconciliation.	Reported Complete in 2024-Q4: RPT 2025-07	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities, including long-term staff education needs	DEI Table on track to implement survey in Q2 of 2025.	55%

STRATEGIC PLAN IMPACT

This Report summarizes progress made toward the 2024-27 Strategic Plan objectives.

FINANCIAL IMPLICATIONS



There are no financial implications related to this Report.

CONCLUSION

It is concluded that the quarterly strategic plan update should be received as presented.

REFERENCE MATERIALS

None

PREPARED BY:	Carole Lem, Communications & Engagement Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer