



**DATE OF MEETING:** SEPTEMBER 18, 2025

**TIME OF MEETING:** 10:00 A.M.

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

**CHAIR:** BRIAN HAMILTON

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

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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. 25/55**

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 September 18, 2025, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

MINUTES OF PREVIOUS MEETINGSBoard Meetings

Minutes of [Meeting No. 11/2025](#) (Regular Session) and [Meeting No. 12/2025](#) (Closed Session) of TBDSSAB, held on June 19, 2025, respectively, to be confirmed.  
**(Pages 9 - 21)**

**Resolution No. 25/56**

THAT the Minutes of Meeting No. 11/2025 (Regular Session) and Meeting No. 12/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on June 19, 2025, respectively, be confirmed.

Committee/Table Meetings

Draft [Minutes of the Audit Committee Meeting](#) held on April 3, 2025 presented for information only. **(Pages 22 - 26)**

Draft [Minutes of the CCEY Advisory Table Meeting](#) held on June 16, 2025 presented for information only. **(Pages 27 - 29)**

Draft [Minutes of the Situation Analysis Review Committee Meeting](#) held on June 19, 2025 presented for information only. **(Pages 30 - 32)**

Draft [Minutes of the HPP Advisory Table Meeting](#) held on June 27, 2025 presented for information only. **(Pages 33 - 35)**

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals regarding the TBDSSAB 2026 Market Rent Report, and relative to receipt of information with respect to security of the property of the Corporation regarding the Nipigon Direct-Owned Housing Property Options and COCHI – OPHI Capital Projects.

**Resolution No. 25/57**

THAT the Board adjourn to a closed meeting relative to receipt of information with respect to identifiable individuals regarding the TBDSSAB 2026 Market Rent Report, and relative to receipt of information with respect to security of the property of the Corporation regarding the Nipigon Direct-Owned Housing Property Options and COCHI – OPHI Capital Projects.

DEPUTATION/PRESENTATION

None

REPORTS OF ADMINISTRATION2026 TBDSSAB Market Rent Report

[Report No. 2025-24](#) (Integrated Social Services Division) relative to providing the Board with information regarding the 2026 market rents for the TBDSSAB owned units, for consideration. **(Pages 36 - 38)**

Memorandum from Dianne Lampi, Manager, Housing Operations presented in Closed Session providing the closed session attachment.

**Resolution No. 25/58**

THAT with respect to Report No. 2025-24 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2026 market rents as outlined in Confidential Attachment #1 of Report No. 2025-24, presented in Closed Session'

AND THAT any approved market rent increase be effective February 1, 2026.

Nipigon Direct-Owned Housing Property Options

[Report No. 2025-25](#) (Corporate Services and Integrated Social Services Division) relative to providing the Board with information regarding the Nipigon Direct-Owned Housing Property Options. **(Pages 39 - 42)**

Memorandum from Richard Jagielowicz, Director, Corporate Services Division presented in Closed Session providing the closed session information.

The following resolutions are presented to the Board for consideration:

**Resolution No. 25/59**

THAT with respect to Report No. 2025-25, (Corporate Services and Integrated Social Services Divisions), we, The District of Thunder Bay Social Services Administration Board, approve receipt of the Nipigon Direct-Owned Housing Property Options;

AND THAT the Board directs Administration to engage in a design and costing exercise for the development of a tri-plex residential building located on the 170 Wadsworth property;

AND THAT the Board directs Administration to prepare a report with an action for the properties in Nipigon to be presented at the December Board meeting.

**Resolution No. 25/60**

THAT with respect to Report No. 2025-25 Confidential Attachment #1 (Corporate Services and Integrated Social Services Divisions) we, The District of Thunder Bay Social Services Administration Board direct Administration to proceed as directed in Closed Session.

**COCHI and OPHI Investment Plan  
2025-26**

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[Report No. 2025-26](#) (Integrated Social Services Division) presented in Closed Session relative to the Ontario Priorities Housing Initiative Capital Funding. **(Pages 43 – 57)**

The following resolution is presented to the Board for consideration.

**Resolution No. 25/61**

THAT with respect to Report No. 2025-26 (Integrated Social Services Division) and Resolution No. 25/53 we, The District of Thunder Bay Social Services Administration Board (the Board), confirm the Chair and the Chief Executive Officer's execution of the Transfer Payment Agreement for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative and submission to the Ministry of Municipal Affairs and Housing;

AND THAT the Board approve the 2025-26 Investment Plan for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs and authorize the Chief Executive Officer to execute the plan and submit to the Ministry of Municipal Affairs and Housing;

AND THAT the Board authorizes the Chief Executive Officer to execute any required agreements or documentation for the delivery of the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs;

AND THAT any necessary By-law be presented to the Board for consideration20258.

Update to the Community Housing Local  
Service Standards

[Report No. 2025-27](#) (Integrated Social Services Division) relative to providing the Board with Administration's recommendation regarding the proposed changes to the Local Service Standards, for consideration. **(Pages 58 – 61)**

**Resolution No. 25/62**

THAT with respect to Report No. 2025-27 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board approve the proposed changes to the Local Service Standards as presented.

Transfer of Investment in Affordable  
Housing Agreement – 175 Bell St.  
Nipigon, Ontario

[Report No. 2025-28](#) (Integrated Social Services Division) relative to providing the Board with information on the potential sale of an Investment in Affordable Housing funded property, and to provide Administration's recommendation regarding consent for the assignment of the IAH Contribution Agreement, for consideration. **(Page 62 – 64)**

**Resolution No. 25/63**

THAT with respect to Report No. 2025-28 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the transfer of the Investment in Affordable Housing for Ontario Program - Rental Housing Component Service Manager Contribution Agreement from the Township of Nipigon to Atlas Properties Inc.;

AND THAT we authorize the Chief Executive Officer to execute any related documentation required;

AND THAT a copy of the resolution be provided to the Ministry of Municipal Affairs and Housing.

TBDSSAB Supported Affordable and  
Transitional Housing Update

[Report No. 2025-29](#) (Integrated Social Services Division) relative to providing the Board with information regarding the Affordable and Transitional housing projects that have been completed or are under development through TBDSSAB investment since 2014, for information only. **(Pages 65 – 68)**

Child Care Fee Subsidy Rates 2026

[Report No. 2025-30](#) (Integrated Social Services Division) relative to providing the Board with information and the rationale regarding determining the maximum school age child care rates for fee subsidy recipients for the 2026 budget year, for consideration.

**(Pages 69 - 71)**

**Resolution No. 25/64**

THAT with respect to Report No. 2025-30 (Integrated Social Services Division), The District of Thunder Bay Social Services Administration Board, approve the maximum school age child care rates for fee subsidy recipients, effective January 1, 2026, as presented.

2024-27 Strategic Plan – 2025 Second Quarter Update

[Report No. 2025-31](#) (Chief Executive Officer Division) relative to providing the Board with the second quarter update on the 2024-27 Strategic Plan, for confirmation.

**(Pages 72 - 78)**

**Resolution No. 25/65**

THAT with respect to Report No. 2025-31 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 Second Quarter Update for information only.

Situation Analysis Implementation Plan Update

[Report No. 2025-32](#) (Chief Executive Officer Division) relative to providing the Board with a progress update on the Situation Analysis Implementation Plan and Administration's recommendation regarding draft Terms of Reference, for consideration.

**(Pages 79 - 89)**

**Resolution No. 25/66**

THAT with respect to Report No. 2025-32 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the Situation Analysis Implementation Plan update for information only;

AND THAT the Board approves the draft Terms of Reference for the creation of an Indigenous Advisory Table and directs Administration to proceed with a recruitment process.

### Enterprise Risk Management – Annual Update

[Report No. 2025-33](#) (Corporate Services Division) relative to providing the Board with an update on the organization's Enterprise Risk Management Framework, for information only. **(Pages 90 - 101)**

### 2025 Second Quarter Financial Report

[Report No. 2025-34](#) (Corporate Services Division) relative to providing the Board with the 2025 Second Quarter Financial Report, projection to year-end and the progress of key performance indicators, for information only. **(Pages 102 - 135)**

### 2025 Second Quarter Operational Report

[Report No. 2025-35](#) (Integrated Social Services Division) relative to providing the Board with an update containing the trends within TBDSSAB programs and services, for information only. **(Pages 136 - 154)**

## CORRESPONDENCE

### TBDSSAB AMO Position Papers

[Letter from Krista Power, Director of Legislative Services & City Clerk, City of Thunder Bay](#) dated August 13, 2025 providing a resolution endorsing TBDSSAB's position papers presented at the 2025 Association of Municipalities of Ontario Conference in August, for information only. **(Pages 155 - 156)**

[Municipality of Shuniah Resolution No. 226-25](#) dated July 8, 2025 endorsing TBDSSAB's position papers presented at the 2025 Association of Municipalities of Ontario Conference in August, for information only. **(Pages 157)**

### City of Thunder Bay 2026 Operating Budget Direction Request

[Memorandum from John Collin, City Manager, City of Thunder Bay](#) dated August 27, 2025 requesting that The District of Thunder Bay Social Services Administration Board follow the same budget increase as the City of Thunder Bay, for information only. **(Pages 158)**

Homelessness Prevention Program  
Funding Allocation

[Letter from the Hon. Robert Flack, MMAH](#) dated July 18, 2025, confirming TBDSSAB's 2025-26 Funding Allocation under the Homelessness Prevention Program, for information only. **(Pages 159 - 160)**

BY-LAWS

None

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, October 16, 2025 at 10:00 a.m., in the 3<sup>rd</sup> Floor Boardroom, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario and via Microsoft Teams.

ADJOURNMENT

**Resolution No. 25/67**

THAT the Board Meeting No. 13/2025 of The District of Thunder Bay Social Services Administration Board, held on September 18, 2025, be adjourned at \_\_\_\_\_ a.m./p.m.





**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 11/2025  
OF**

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

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**DATE OF MEETING:** June 19, 2025

**TIME OF MEETING:** 10:00 a.m.

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

**CHAIR:** Brian Hamilton

**PRESENT:**

Albert Aiello  
Anne Marie Bourgeault  
Meghan Chomut  
Chris Eby  
Kasey Etreni  
Brian Hamilton  
Greg Johnson  
Kathleen Lynch  
Elaine Mannisto  
Jim Moffat  
Dominic Pasqualino  
Jim Vezina

**OFFICIALS:**

Ken Ranta, Chief Executive Officer  
Richard Jagielowicz, Director, Corporate Services Division  
Crystal Simeoni, Director, Integrated Social Services Division  
Dawnette Hoard, Manager, Child Care & Early Years Programs  
Shari Mackenzie, Manager, Human Resources  
Tafadzwa Mukubvu, Manager, Finance  
Aaron Park, Manager, Housing & Homelessness Programs  
Marty Read, Manager, Infrastructure & Asset Management  
Tomi Akinyede, Supervisor, Research & Social Policy  
Carole Lem, Communications & Engagement Officer  
Bindiya Patel, Communications Assistant  
Glenda Flank, Recording Secretary

**REGRETS:**

Ken Boshcoff  
Mark Thibert

**GUESTS:**

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**BOARD MEETING**

DISCLOSURES OF INTEREST

None

### CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 25/42

Moved by: Greg Johnsen  
Seconded by: Dominic Pasqualino

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 June 19, 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. 09/2025 (Regular Session) and Meeting No. 10/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on May 15, 2025, were presented for confirmation.

Resolution No. 25/43

Moved by: Kathleen Lynch  
Seconded by: Meghan Chomut

THAT the Minutes of Meeting No. 09/2025 (Regular Session) and Meeting No. 10/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on May 15, 2025, be confirmed.

CARRIED

At 10:07 a.m. Chris Eby, Board Member joined the meeting.

### CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to the security of the property of the Corporation and relative to receipt of information with respect to litigation or potential litigation, including matters before administrative tribunals affecting the Corporation.

Resolution No. 25/44

Moved by: Jim Vezina  
Seconded by: Jim Moffat

THAT the Board adjourns to Closed Session relative to receipt of information with respect to the security of the property of the Corporation regarding the Thunder Bay Police Services Initiative, the Bertrand Court Regeneration Strategy Update and the Homelessness Prevention Program Capital Projects and relative to receipt of information with respect to litigation or potential litigation, including matters before administrative tribunals affecting the Corporation regarding Legal Matter #01-2020 Update.

CARRIED

At 11:40 a.m. the meeting reconvened in Regular Session. Albert Aiello, Kasey Etrene, Brian Hamilton, Greg Johnsen and Dominic Pasqualino, Board Members, Aaron Park, Manager, Housing & Homelessness Programs and members of the public joined the meeting and Chris Eby, Board Member left the meeting.

Brian Hamilton resumed the position of Chair.

PRESENTATION

Homelessness Programs

A presentation was provided by Aaron Park, Manager, Housing and Homelessness Programs regarding the TBDSSAB homelessness prevention program.

Aaron provided detailed information regarding the homelessness prevention programs and responded to questions.

Ken Ranta, CEO provided clarification and responded to questions.

At 11:57 a.m. Greg Johnsen, Board Member left the meeting.

REPORTS OF ADMINISTRATION

Thunder Bay Police Service Initiative

Report No. 2025CS-04 (Integrated Social Services Division) was presented in Closed Session.

The following resolution was presented to the Board in Regular Session for consideration.

Resolution No. 25/45

Moved by: Kasey Etreni  
Seconded by: Kathleen Lynch

THAT with respect to Report No. 2025CS-04 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

#### Bertrand Court Regeneration Strategy Update

Report No. 2025CS-05 (Integrated Social Services Division) was presented in Closed Session.

The following resolution was presented to the Board in Regular Session for consideration.

Resolution No. 25/46

Moved by: Anne-Marie Bourgeault  
Seconded by: Albert Aiello

THAT with respect to Report No. 2025CS-05 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

#### Homelessness Prevention Program Capital Projects

Report No. 2025CS-06 (Integrated Social Services Division) was presented in Closed Session.

The following resolution was presented to the Board in Regular Session for consideration.

Resolution No. 25/47

Moved by: Kasey Etreni  
Seconded by: Elaine Mannisto

THAT with respect to Report No. 2025CS-06 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board direct Administration to proceed as directed in Closed Session.

CARRIED

Legal Matter #01-2020 Update

Report No. 2025CS-07 (Corporate Services Division) was presented in Closed Session.

The following resolution was presented to the Board in Regular Session for consideration.

Resolution No. 25/48

Moved by: Elaine Mannisto  
Seconded by: Jim Moffat

THAT with respect to Report No. 2025CS-07 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, direct that Administration proceed as directed in Closed Session.

CARRIED

At 12:16 p.m. Brian Hamilton, Board Chair called for a break for lunch.

At 12:30 the meeting reconvened and Tafadzwa Mukubvu, Manager, Finance entered the meeting.

2026 Proposed Budget Schedule

Report No. 2025-20 (Corporate Services Division) was presented to the Board providing the proposed 2026 Budget Schedule.

Richard Jagielowicz, Director, Corporate Services Division provided a brief overview of the schedule.

Resolution No. 25/49

Moved by: Albert Aiello  
Seconded by: Kasey Etreni

THAT with respect to Report No. 2025-20 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board, approve the 2026 Budget Schedule as presented.

CARRIED

At 12:34 p.m. Tafadzwa Mukubvu, Manager, Finance left the meeting and Tomi Akinyede, Supervisor, Research & Social Policy joined the meeting.

Homelessness Prevention Program 2025-  
26 Investment Plan

Report No. 2025-21 (Integrated Social Services Division) was presented to the Board providing information regarding the Ministry of Municipal Affairs Housing Homelessness Prevention Program and providing the recommended 2025-26 Investment Plan.

Aaron Park, Manager, Housing & Homelessness Programs responded to questions and provided further information.

Ken Ranta, CEO provided clarification and responded to questions.

Resolution No. 25/50

Moved by: Albert Aiello  
Seconded by: Jim Moffat

THAT with respect to Report No. 2025-21 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board (the Board), approve the 2025-26 Homelessness Prevention Program Investment Plan (the Plan) as presented;

AND THAT the Board authorize the Chief Executive Officer to submit the Plan to the Ministry of Municipal Affairs and Housing;

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

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

CARRIED

At 12:52 p.m. Aaron Park, Manager, Housing & Homelessness Programs left the meeting and Dawnette Hoard, Manager, Child Care & Early Years joined the meeting.

2025 Association of Municipalities of  
Ontario Position Papers

Report No. 2025-22 (Chief Executive Officer Division) was presented to the Board providing the recommended position papers for the 2025 Association of Municipalities of Ontario Annual Conference.

Ken Ranta, CEO provided an overview of the report, provided a brief introduction to the recommended position papers and responded to questions.

Resolution No. 25/51

Moved by: Kasey Etreni  
Seconded by: Kathleen Lynch

THAT with respect to Report No. 2025-22 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board (the Board) receive the 2025 Association of Municipalities of Ontario (AMO) Position Papers as presented;

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

AND THAT we direct the CEO to send the final delegation packages to the appropriate provincial Ministries;

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

AND THAT the CEO attend the 2025 AMO Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

CARRIED

At 1:04 p.m. Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

Child Care Direct Growth Plan Update

Report No. 2025-23 (Integrated Social Services Division) was presented to the Board providing information on the recalibration of direct growth plan spaces under the Canada Wide Early Learning Child Care system.

Dawnette Hoard, Manager, Child Care & Early Years responded to questions.

At 1:08 p.m. Dawnette Hoard, Manager, Child Care & Early Years left the meeting.

Cancellation of July Board Meeting

Memorandum from Ken Ranta, CEO dated May 23, 2025 was presented providing Administration's recommendation to cancel the TBDSSAB July Board meeting.

Ken Ranta, CEO provided a brief background regarding information on the Administrations recommendation.

Resolution No. 25/52

Moved by: Dominic Pasqualino  
Seconded by: Elaine Mannisto

THAT with respect to the Memorandum dated May 23, 2025 from Ken Ranta, Chief Executive Officer, we approve the cancellation of the July Board Meeting scheduled for Thursday July 17, 2025;

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

CARRIED

Signing Authority for Summer Months

Memorandum from Ken Ranta, CEO dated June 6, 2025 was presented to the Board requesting the Board's approval for signing authority during the summer months.

Ken Ranta, CEO provided a brief overview of the memorandum.

Resolution No. 25/53

Moved by: Meghan Chomut  
Seconded by: Albert Aiello

THAT with respect to the recommendation of Administration relative to any urgent items that require Board approval for the months of July, August and



the beginning of September, we authorize the Chief Executive Officer and the Chair, or Vice Chair in the absence of the Chair, to sign any required documents with respect to items included in the approved 2025 Budget that exceed \$450,000;

AND THAT we authorize the Board Chair and Vice-Chair to review and approve for signing any urgent items outside of the approved 2025 Budget that are time sensitive;

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

CARRIED

### CORRESPONDENCE

None

### BY-LAWS

None

### NEW BUSINESS

On consensus, Administration to provide an update on communications regarding advocacy and an update on vacancies within the TBDSSAB housing properties.

#### Communications Strategy Update

Crystal Simeoni, Director, Integrated Social Services Division provided a brief overview of the steps Administration has taken regarding providing support services for tenants.

Ken Ranta, CEO provided a brief update on the identification of appropriate media communications and the strategy involved, including the strategy regarding the Community Policing Pilot and Administration's plan to work with TBPS.

#### TBDSSAB Housing Unit Vacancies

Ken Ranta, CEO provided a brief overview of the vacancies in TBDSSAB owned housing properties, provided information on the reasons for vacancies in units, processes followed to fill vacancies and responded to questions.

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

On consensus, Administration to provide a copy of the update regarding vacancies to the Board.

A discussion was held regarding the possibility of requiring the Board's approval for next steps following the Situation Analysis Review Committee's meeting being held today.

### NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board was confirmed to be held on Thursday, September 18, 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. 25/54

Moved by: Chris Eby  
Seconded by: Dominic Pasqualino

THAT the Board Meeting No. 11/2025 of The District of Thunder Bay Social Services Administration Board, held on June 19, 2025, be adjourned at 1:38 p.m.

CARRIED

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Chair

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Chief Executive Officer



MINUTES OF BOARD (CLOSED SESSION) MEETING NO. 12/2025  
OF  
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

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**DATE OF MEETING:** June 18, 2025

**TIME OF MEETING:** 10:07 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  
Anne Marie Bourgeault  
Meghan Chomut  
Chris Eby  
Kasey Etreni  
Brian Hamilton  
Greg Johnsen  
Kathleen Lynch  
Elaine Mannisto  
Jim Moffat  
Dominic Pasqualino  
Jim Vezina

**OFFICIALS:**

Ken Ranta, Chief Executive Officer  
Richard Jagielowicz, Director, Corporate Services Division  
Crystal Simeoni, Director, Integrated Social Services Division  
Shari Mackenzie, Manager, Human Resources  
Aaron Park, Manager, Housing & Homelessness Programs  
Marty Read, Manager, Infrastructure & Asset Management  
Carole Lem, Communications & Engagement Officer  
Bindiya Patel, Communications Assistant  
Glenda Flank, Recording Secretary

**REGRETS:**

Ken Boshcoff  
Mark Thibert

**GUESTS:**

Inspector Jason Rybak, Thunder Bay Police Services

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**BOARD MEETING**

DISCLOSURES OF INTEREST

A conflict of interest was declared by Albert Aiello, Kasey Etreni, Brian Hamilton, Greg Johnsen and Dominic Pasqualino, Board Members relative to Legal Matter #01-2020.

## REPORTS OF ADMINISTRATION

### Thunder Bay Police Service Initiative

Report No. 2025CS-04 (Integrated Social Service Division) was presented to the Board providing information relative to a proposed security initiative between TBDSSAB and TBPS.

Crystal Simeoni, Director, Integrated Social Services Division provided an introduction and overview of the report and responded to questions.

Inspector Jason Rybak, Thunder Bay Police Service provided an overview of the proposed security initiative and responded to questions.

At 10:20 a.m. Kasey Etreni, Board Member joined the meeting.

Discussions were held regarding funding for the proposal and steps for communication to the public.

Ken Ranta, CEO provided further information and responded to questions.

At 10:53 a.m. Inspector Jason Rybak, Thunder Bay Police Service left the meeting and Aaron Park, Manager, Housing & Homelessness Programs joined the meeting.

### Bertrand Court Regeneration Strategy Update

Report No. 2025CS-05 (Integrated Social Services Division) was presented to the Board providing details regarding the Bertrand Court property regeneration strategy.

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

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

### Homelessness Prevention Program Capital Projects

Report No. 2025CS-06 (Integrated Social Services Division) was presented to the Board providing information regarding the 2025-26 Homelessness Prevention Program capital projects.

Crystal Simeoni, Director, Integrated Social Services Division provided a brief overview of the report and responded to questions.

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

Ken Ranta, CEO provided clarification and responded to questions.

At 11:17 a.m. due to the declaration of conflict of interest Brian Hamilton stepped down from the position of Chair and Jim Vezina, Vice Chair assumed the position of Chair. Albert Aiello, Kasey Etreni, Greg Johnsen, Brian Hamilton, Dominic Pasqualino, Board Members and Aaron Park, Manager, Housing & Homelessness Programs left the meeting and Marty Read, Manager, Infrastructure & Asset Management joined the meeting.

#### Legal Matter #01-2020 Update

Report No. 2025CS-07 (Corporate Services Division) was presented to the Board providing an update regarding Legal Matter #01-2020 Update.

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

Richard Jagielowicz, Director, Corporate Services Division provided a brief overview of the legal matter.

Marty Read, Manager, Infrastructure & Asset Management provided an overview of the background and responded to questions.

Ken Ranta, CEO and Richard Jagielowicz, Director, Corporate Services Division responded to questions and provided clarification.

#### ADJOURNMENT

Resolution No. 25/CS06

Moved by: Chris Eby  
Seconded by: Meghan Chomut

THAT the Board (Closed Session) Meeting No. 12/2025 of The District of Thunder Bay Social Services Administration Board, held on June 19, 2025, be adjourned at 11:40 a.m., to reconvene in Regular Session to consider the remaining agenda items.

CARRIED

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Chair

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Chief Executive Officer



**DATE:** April 3, 2025

**TIME:** 10:00 a.m.

**PLACE:** Microsoft Teams &  
3<sup>rd</sup> Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Albert Aiello

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**PRESENT:**

Albert Aiello  
Kasey Etreni  
Kathleen Lynch  
Jim Vezina

**ADMINISTRATION:**

Georgina Daniels, FCPA, FCA, Director, Corporate Services  
Division  
Ken Ranta, Chief Executive Officer  
Tafadzwa Mukubvu, CPA, CGA, Manager, Finance  
Glenda Flank, Recording Secretary

**REGRETS:**

Brian Hamilton  
Anne-Marie Bourgeault

**GUESTS / RESOURCE STAFF:**

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

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1.0 Call to Order

The meeting was called to order at 10:06 a.m.

2.0 Disclosures of Interest

None.

3.0 Appointment of Chair

Georgina Daniels, Director, Corporate Services Division called for nominations for the position of Chair of the Audit Committee. Albert Aiello was nominated for the position of Chair and accepted the nomination. There were no further nominations.

Moved by: Jim Vezina  
Seconded by: Kathleen Lynch

THAT the position of Chair of the Audit Committee, for the term ending December 31, 2025 be filled by Albert Aiello.

CARRIED

#### 4.0 Confirmation of Minutes

Minutes of the Audit Committee meeting held on November 26, 2024, were presented for confirmation.

Moved by: Kathleen Lynch  
Seconded by: Jim Vezina

THAT the Minutes of the meeting of the Audit Committee held on November 26, 2024, be confirmed.

CARRIED

#### Adjourn to Closed Session

The Committee adjourned to closed session relative to receipt of information with respect to identifiable individuals, including employees of the Board.

Moved by: Jim Vezina  
Seconded by: Kathleen Lynch

THAT the Committee adjourns to Closed Session relative to receipt of information with respect to identifiable individuals, including employees of the Board.

CARRIED

Georgina Daniels, Director, Integrated Social Services Division provided an update regarding the recruitment for the new Director, Corporate Services and the impact to the audit performed by Doane Grant Thornton and the Audit Committee meeting and responded to questions.

Judy Kleinhuis, Principal, Doane Grant Thornton LLP provided an update regarding the impact the recruitment would have on the audit being performed and responded to questions.

### Reconvene in Open Session

Moved by: Jim Vezina  
Seconded by: Kathleen Lynch

THAT the Committee reconvenes in Open Session to consider the remaining agenda items.

CARRIED

At 10:18 a.m. Tafadzwa Mukubvu, Manager, Finance joined the meeting.

## 5.0 Report to the Audit Committee

### 5.1 TBDSSAB Audit Results

The Report to the Audit Committee, prepared by Doane Grant Thornton LLP, was distributed prior to the meeting.

Georgina Daniels, Director, Corporate Services Division introduced the auditors to the committee members.

Judy Kleinhuis, Principal and Ryan Gabriele, Manager, Doane Grant Thornton LLP, provided an overview of the Report to the Audit Committee and responded to questions.

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

At 10:33 a.m. Kasey Etrene, Committee Member joined the meeting.

Tafadzwa Mukubvu, Manager, Finance responded to questions.

## 6.0 Presentation of Financial Statements

### 6.1 TBDHC Draft Financial Statements

Georgina Daniels, Director, Corporate Services Division, provided an update and advised that financial statements were not produced for Thunder Bay District Housing Corporation (TBDHC) as there were no transactions for 2024 and advised that TBDHC is maintained as a shell corporation in the event there are transactions through this corporation.



## 6.2 TBDSSAB Draft Consolidated Financial Statements

The draft Consolidated Financial Statements for TBDSSAB as prepared by Administration, were distributed prior to the meeting. Administration advised that the draft statements are not for distribution, are required to be destroyed following the meeting, and would be removed from the Board Portal.

Georgina Daniels, Director, Corporate Services Division, provided an overview of the financial statements, and responded to questions.

Tafadzwa Mukubvu, Manager, Finance, provided further information on the financial statements and responded to questions.

Judy Kleinhuis, Principal, Doane Grant Thornton LLP provided clarification and responded to questions.

## Adjourn to Closed Session

The Committee adjourned to closed session relative to receipt of information with respect to security of the property of the Board and identifiable individuals.

Moved by: Kasey Etreni  
Seconded by: Kathleen Lynch

THAT the Committee adjourns to Closed Session relative to receipt of information with respect security of the property of the Board and to identifiable individuals.

CARRIED

At 11:08 a.m. all members of Administration left the meeting.

A discussion was held between the Committee Members, Judy Kleinhuis, Principal and Ryan Gabriele, Manager, Doane Grant Thornton LLP.

At 11:18 a.m. all members of Administration joined the meeting and Judy Kleinhuis, Principal and Ryan Gabriele, Manager, Grant Thornton LLP left the meeting.

## 7.0 Assessment of the External Auditor

Georgina Daniels provided an overview of the Assessment provided prior to the meeting and responded to questions.

Tafadzwa Mukubvu, Manager, Finance provided further information and responded to questions.

Reconvene in Open Session

Moved by: Kasey Etreni  
Seconded by: Kathleen Lynch

THAT the Committee reconvenes in Open Session to consider the remaining agenda items.

CARRIED

At 11:30 a.m. the meeting reconvened in Open Session.

8.0 New Business

None.

9.0 Adjournment

Moved by: Kathleen Lynch  
Seconded by: Jim Vezina

THAT the meeting of the Audit Committee held on April 3, 2025 be adjourned at 11:31 a.m.

CARRIED



MINUTES OF CHILD CARE & EARLY YEARS ADVISORY TABLE MEETING OF  
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

**DATE:** June 16, 2025  
**TIME:** 10:00 a.m.  
**PLACE:** 3<sup>rd</sup> Floor Boardroom  
& Microsoft Teams  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON  
**CHAIR:** Crystal Simeoni, Director, Integrated Social Services Division

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**PRESENT:**

Caitlin Smith  
Carly Rich  
Crystal Simeoni  
Dawnette Hoard  
Elaine Mannisto  
Jenna Rogozinski  
Jolene Wilhelm  
Joy Vanasse  
Kathleen Lynch  
Ken Ranta  
Kristine Stasiuk  
Michelle Wojciechowski  
Renee Monsma  
Tafadzwa Mukubvu  
Tomi Akinyede  
Wanda Collins  
Glenda Flank

**REGRETS:**

Brian Hamilton

1.0 Call to Order

Crystal Simeoni, Director, Integrated Social Services Division, called the Child Care & Early Years Advisory Table meeting to order at 10:04 a.m.

2.0 Disclosures of Interest

None.

All members of the committee introduced themselves and Ken Ranta, CEO advised all members that any conversations held and any details provided at the meeting are confidential.

### 3.0 Review of Previous CCEY Advisory Table Minutes

Minutes of the Child Care and Early Years Advisory Table Meeting held on July 18, 2024, were presented for review. No changes were made to the minutes.

### 4.0 CCEY Advisory Table Terms of Reference and Scope of Service

The Terms of Reference and Scope of Service for the Child Care & Early Years Advisory Table were provided prior to the meeting.

Ken Ranta, Chief Executive Officer provided an overview of the CCEY Advisory Table Terms of Reference and Scope of Service, and responded to questions.

### 5.0 CCEY Table Orientation

The presentation regarding the Child Care and Early Years Program was provided at the meeting.

Crystal Simeoni, Director, Integrated Social Services Division provided an overview of the purpose and mandate of the Advisory Table.

Dawnette Hoard, Manager, Child Care & Early Years Programs provided an overview of the CWELCC update, funding formula, guidelines, direct growth targets, ECE Fast Track Program, professional learning plans, waitlist and capacity building and responded to questions.

Ken Ranta, CEO provided further information and responded to questions.

Crystal Simeoni, Director, Integrated Social Services Division provided a brief overview of the advocacy paper being presented to the TBDSSAB Board for approval for presentation at the AMO Conference. Administration to provide a copy of the approved paper to the Advisory Table Members.

### 6.0 Expansion of Licensed Not-for-Profit Child Care Space

Crystal Simeoni, Director, Integrated Social Services Division provided a brief update regarding the infrastructure funding and the expression of interest for the expansion of licensed not-for-profit child care spaces, the process to be followed and responded to questions.

## 7.0 New Business

Crystal Simeoni, Director, Integrated Social Services Division advised that any members of the Table who would like to provide any update to the rest of the Table, could provide an update.

Michelle Wojiechowski, Manager, Intake and Eligibility provided an update regarding the steps that the Child Care Workers from TBDSSAB have been doing relative to community outreach to raise awareness in the community regarding child care and early on programs.

Dawnette Hoard, Manager, Child Care & Early Years Programs provided further information and responded to questions.

A discussion was held regarding the importance of early screening and intervention, and the need to raise awareness in the community regarding early screening.

## 8.0 Next Meeting

Next meeting to be scheduled in the fall. A poll for dates to be circulated.

## 9.0 Adjournment

The meeting of the Child Care & Early Years Advisory Table held on June 16, 2025, adjourned at 11:03 a.m.



## SITUATION ANALYSIS REVIEW COMMITTEE MINUTES

**DATE:** June 19, 2025

**TIME:** 2:00 p.m.

**PLACE:** Microsoft Teams &  
3<sup>rd</sup> Floor Boardroom  
TBDSSAB Headquarters  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Kasey Etreni

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**PRESENT:**

Meghan Chomut  
Kasey Etreni  
Brian Hamilton  
Kathleen Lynch  
Elaine Mannisto

**RESOURCE STAFF:**

Ken Ranta, Chief Executive Officer  
Crystal Simeoni, Director, Integrated Social Services  
Richard Jagielowicz, Director, Corporate Services  
Shari Mackenzie, Manager, Human Resources  
Carole Lem, Communications & Engagement Officer  
Bindiya Patel, Communications Assistant  
Glenda Flank, Recording Secretary

**REGRETS:**

Ken Boshcoff

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1.0 Call to Order

Ken Ranta, CEO called the meeting to order at 2:02 p.m.

2.0 Disclosures of Interest

None.

3.0 Appointment of Chair

Ken Ranta, CEO called for nominations for the position of Chair of the Situation Analysis Review Committee. Kasey Etreni was nominated for the position of Chair and accepted the nomination. There were no further nominations.

Moved by: Elaine Mannisto  
Seconded by: Kathleen Lynch

THAT the position of Chair of the Situation Analysis Review Committee, for the term ending December 31, 2025 be filled by Kasey Etreni.

CARRIED

#### 4.0 Confirmation of Minutes

Minutes of the Situation Analysis Review Committee meeting held on May 16, 2024 were presented for confirmation.

Moved by: Kathleen Lynch  
Seconded by: Elaine Mannisto

THAT the Minutes of the meeting of the Situation Analysis Review Committee held on May 16, 2024, be confirmed.

CARRIED

#### 5.0 Review of Situation Analysis Committee Objectives

A discussion regarding the Committee's future objectives was held.

Ken Ranta, CEO provided an overview of the Committee objectives and responded to questions.

#### 6.0 Review of Remaining Recommendations from Proposed Situation Analysis Implementation Plan

The Committee reviewed the remaining recommendations from the Proposed Situation Analysis Implementation Plan. A draft outline of the remaining recommendations was provided at the meeting.

Carole Lem, Communications and Engagement Officer provided an overview of the framework and outlined the status of the recommendations to date.

A discussion was held regarding the remaining recommendations including topics of advocacy to be conducted by the Board, implementation of training for Board and Administration, development of an Indigenous Advisory Table and recommendations to be transferred to the Advisory Table for review, development of appropriate land acknowledgements, provision of an on-site Elder and steps for advocacy regarding the addition of Indigenous Representation on the Board.

A discussion was held regarding the proper protocols for requesting the attendance of an Elder at events held by TBDSSAB. On consensus, Administration to research the protocols used by other organizations.

7.0 Update on Indigenous Partner Engagement and Draft Terms of Reference

Ken Ranta, CEO provided an update regarding the Indigenous Partner engagement sessions and the Draft Terms of Reference developed for the potential TBDSSAB Indigenous Advisory Table. A copy of the draft TBDSSAB Indigenous Advisory Table Terms of Reference was provided prior to the meeting.

A discussion was held and on consensus, the addition of volunteer participation and non-political appointment to be included in the Terms of Reference for the Advisory Table.

8.0 Next Steps

Following a discussion of next steps to be taken by the Committee and Administration, Ken Ranta, CEO advised that Administration to summarize the updates discussed by the Committee and provide a Report to the Board in the fall.

9.0 New Business

None.

10.0 Next Meeting

A discussion was held regarding scheduling the next Committee Meeting in January 2026. The next Situation Analysis Review Committee Meeting to be determined at a future date.

11.0 Adjournment

Moved by: Elaine Mannisto  
Seconded by: Kathleen Lynch

THAT the meeting of the Situation Analysis Review Committee held on June 19, 2025, be adjourned at 3:02 p.m.

CARRIED





## MINUTES OF HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE MEETING OF THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

**DATE:** June 27, 2025

**TIME:** 1:00 p.m.

**PLACE:** Microsoft Teams &  
3<sup>rd</sup> Floor Boardroom  
TBDSSAB  
231 May Street South  
Thunder Bay, ON

**CHAIR:** Crystal Simeoni, Director, Integrated Social Services Division

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### PRESENT:

Carmen Gagnon  
Annika Greg  
Brian Hamilton  
Greg Johnsen  
Bonnie Kryswaty  
Tafadzwa Mukubvu  
Cynthia Olsen  
Aaron Park  
Ken Ranta  
Crystal Simeoni  
Stephanie Veneruzzo  
Michelle Wojciechowski  
Glenda Flank

### REGRETS:

Ken Boshcoff  
Gary Ferguson  
Abby Foulds  
Bambi Pepe

#### 1.0 Call to Order

Crystal Simeoni, Director, Integrated Social Services Division called the Homelessness Prevention Program (HPP) Advisory Table meeting to order at 1:04 p.m.

All members of the Advisory Table introduced themselves.

#### 2.0 Disclosures of Interest

None.

### 3.0 HPP Advisory Table Terms of Reference and Scope of Service

Ken Ranta, CEO provided an overview of the HPP Advisory Table Terms of Reference and Scope of Service, which were provided prior to the meeting.

### 4.0 HPP 2024 Program Overview

A copy of the HPP 2024 Program Overview presentation was provided at the meeting. Crystal Simeoni, Director, Integrated Social Services Division and Aaron Park, Manager, Housing & Homelessness Programs presented the 2024 HPP program overview.

Crystal Simeoni, Director, Integrated Social Services Division provided a brief overview of what TBDSSAB does and a brief introduction of what the homelessness prevention program is.

At 1:28 p.m. Brian Hamilton, Table member joined the meeting.

Aaron Park, Manager, Housing & Homelessness Programs provided a review of the HPP key goals and outcomes, the HPP operating and capital service categories, the 2024 data trends regarding the waitlist and shelter occupancy and provided an overview of the 2024/25 homelessness initiatives.

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

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

Administration to provide the Advisory Table members with a comparison of the numbers on the by-name list and waitlist, and the length of time people on the by-name list are waiting for housing.

Ken Ranta, CEO provided further clarification and responded to questions.

At 1:52 p.m. Ken Ranta, CEO left the meeting.

Aaron Park, Manager, Housing & Homelessness Programs provided a brief overview of the performance indicators and reporting and a brief overview of the capital projects for the years 2023/24 and 2024/25.

### 5.0 Homelessness Strategy Update

Crystal Simeoni, Director, Integrated Social Services Division provided an overview of TBDSSAB's homelessness strategy, including an update on the 10-Year Housing and Homelessness Plan, the survey being conducted by OrgCode and the restructuring being conducted on the high needs homeless waitlist.

6.0 Roundtable – Updates or Questions

A discussion was held regarding advocacy relative to capital funding and confirmation of funding year over year for planning.

A brief discussion was held regarding the First Nations Annuity Program funding and the ability to develop partnerships with Indigenous organizations relative to this funding.

Aaron Park, Manager, Housing & Homelessness Programs provided a brief update regarding the allocation planning for 2025/26 including the re-implementation of the SOS program and the Indigenous Friendship Centre Outreach to be funded through HPP.

7.0 New Business

A reminder will be sent to HPP Advisory Table Member to complete the sign on documentation required.

8.0 Next Meeting

The next meeting to be determined following a poll for dates.

9.0 Adjournment

The meeting of the Homelessness Prevention Program Advisory Table held on June 27, 2025, adjourned at 2:08 p.m.



## BOARD REPORT

REPORT No.: 2025-24

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: 2026 TBDSSAB MARKET RENT REPORT

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### RECOMMENDATION

THAT with respect to Report No. 2025-24 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the 2026 market rents as outlined in Confidential Attachment #1 of Report No. 2025-24, presented in Closed Session'

AND THAT any approved market rent increase be effective February 1, 2026.

### REPORT SUMMARY

To present information to The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) and recommend approval of the 2026 market rents for TBDSSAB owned units.

### BACKGROUND

The 2026 Rent Increase Guideline from the Ministry of Municipal Affairs and Housing (MMAH) received in July 2025 advises that the maximum rate of allowable rent increase for 2026 is 2.1%. Legislation was passed on June 13, 2012, to amend the *Residential Tenancies Act, 2006* to ensure that the Rent Increase Guideline is capped at 2.5% annually, with an exemption for social housing. The Annual Rent Increase Guideline continues to be based on Ontario's Consumer Price Index (CPI), a Statistics Canada tool that measures inflation and economic conditions over a year. Data from June to May is used to determine the guideline for the following year and the average yearly increase in Ontario from 2004-2025 was 2.0%. The 2026 guideline would apply to rents increased between January 1 and December 31, 2026.

In September 2020, legislation was introduced to propose a freeze to the Ontario market rent rates previously determined for 2021 by the MMAH. The intent was to reduce the burden on renters due to the COVID-19 pandemic. The *Helping Tenants and Small Businesses Act* froze rents in 2021 over a one-year period for tenants of most rent-controlled and non-rent-controlled residential units and included municipally

funded community housing rental units. This legislation was passed and came into effect January 1, 2021. With this legislation approved, TBDSSAB did not increase rents for 2021 and maintained the Board approved 2020 rates. Any increase determined throughout 2021 were then applied to tenants in January of 2022.

Market rents and any recommended market rent increases are provided to the Board for review and approval on an annual basis. Previously, the annual increase has mainly followed the Rent Increase Guideline. However, in 2015, a request to increase the market rent at Andras Court beyond the Rent Increase Guideline was presented by Administration to ensure parity in the market. The Andras Court increase was based on TBDSSAB's completion of a Market Rent Study in 2016 to establish current market rental rates for the District of Thunder Bay.

In early 2022 TBDSSAB again completed a Market Rent Study report to ensure rates charged reflect local market conditions and provide fair rates to all participants. It was determined that although TBDSSAB rates are lower, some unit categories are comparable based on unit size and age demographic or family composition. Market rent rates in communities outside the City of Thunder Bay were determined to have the lowest comparators with the current rates TBDSSAB is charging. With these comparators, TBDSSAB increased 2023 market rent rates by 3.0% for residences within the City of Thunder Bay and 3.5% for those outside the city. Increase recommendations align TBDSSAB units with the private market rates but keep rates at low end market.

After continued review in 2024, again using the 2022 Market Rent Study and reviewing the 2024 MMAH Average Market Rent rates based on Canada Mortgage and Housing Corporation fall data, an overall 3.0% increase is proposed for all TBDSSAB market rent units in 2026 to continue with rates that are low end but advance TBDSSAB units within the markets lower end.

## **COMMENTS**

As of June 2025, 210 of TBDSSAB's more than 2,400 tenants were paying market rent and would possibly be affected by the increase. Tenants paying rent geared to income will not be affected by the increase.

Administration has identified that of the 210 market tenants, 89 are seniors, 70 are singles and 36 are families within the City of Thunder Bay. Outside of Thunder Bay, 13 are seniors and two families paying market rent.

## **STRATEGIC PLAN IMPACT**

This report supports the previous TBDSSAB Strategic Plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing supports and supports the current TBDSSAB Strategic Plan vision of fostering innovation and progress.

## FINANCIAL IMPLICATIONS



Based on the number of market tenants and Rent Geared to Income tenants paying market rent as of June 2025, Administration estimated potential additional revenue of approximately \$70,224 for 2026 using the 3% increase.

## CONCLUSION

It is concluded that properties in the TBDSSAB service area receive the recommended rate increase for 2026 to keep TBDSSAB market rent amounts aligned with comparable local accommodations in the respective areas.

## REFERENCE MATERIALS

Attachment #1      [2026 TBDSSAB Market Rents Confidential – Closed Session Only](#)

PREPARED BY:	Dianne Lampi, Manager, Housing Operations
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2025-25

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: NIPIGON DIRECT-OWNED HOUSING PROPERTY OPTIONS

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### RECOMMENDATIONS

THAT with respect to Report No. 2025-25, (Corporate Services and Integrated Social Services Divisions), we, The District of Thunder Bay Social Services Administration Board, approve receipt of the Nipigon Direct-Owned Housing Property Options;

AND THAT the Board directs Administration to engage in a design and costing exercise for the development of a tri-plex residential building located on the 170 Wadsworth property;

AND THAT the Board directs Administration to prepare a report with an action for the properties in Nipigon to be presented at the December Board meeting.

And

THAT with respect to Report No. 2025-25 Confidential Attachment #1 (Corporate Services and Integrated Social Services Divisions) we, The District of Thunder Bay Social Services Administration Board direct Administration to proceed as directed in Closed Session.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an updated report outlining options and recommendations for the direct-owned properties in Nipigon, Ontario that are currently vacant and undeveloped.

### BACKGROUND

At the April 17, 2025 meeting, the Board received a First Report (Report No.: 2025-15) related to 167 Greenmantle Drive in Nipigon, where a fire had destroyed the TBDSSAB-owned 4-bedroom single family home. This report identified several options related to this property, and further information required prior to recommending a course of action. This property is zoned for low density residential. The property is approximately 60 feet wide and 120 feet deep.

In reviewing the information regarding the fire and insurance proceeds, TBDSSAB's insurance adjuster determined the housing unit was not repairable and should be demolished. The demolition was performed on August 26, 2024. TBDSSAB received a payout from the insurance company for this property, and this is currently held in the Capital Regeneration Reserve Fund pending future decisions.

TBDSSAB also owns two other properties in Nipigon, both of which are vacant land with no current housing. These properties are as follows:

170 Wadsworth:

On January 1, 2021, fire destroyed the TBDSSAB owned 4-bedroom, single family home at 170 Wadsworth Drive in Nipigon. Based on the damage suffered during the fire, TBDSSAB's insurance adjuster determined the housing unit should be demolished. The demolition was performed in February 2021. This property is zoned for low density residential. The property is approximately 60 feet wide and 120 feet deep. The proceeds from the insurance payout are currently held in the Capital Regeneration Reserve Fund.

168 Wadsworth:

This property is vacant land with no dwelling unit and has been undeveloped for over 20 years. This property is zoned for low density residential. The property is approximately 60 feet wide and 120 feet deep.

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

## COMMENTS

With the proceeds from the insurance settlements, and the availability of undeveloped land in Nipigon, Administration turned its attention to options for consideration in the Nipigon market. The following program considerations were reviewed for the property:

1. The current rent-geared-to-income (RGI) housing demand in Nipigon is strong, with a total of 67 applicant households on the RGI housing waitlist for bachelor to two-bedroom selections (single /senior).
2. Based on trends from past data, and as provided in Report No. 2025-10, relative to housing targets for Nipigon, it is anticipated that the future demand will continue to be targeted at one-bedroom units, with a reduced need for two plus bedroom



homes. Further, it is anticipated that by 2034, an additional seven one-bedroom units would be required in Nipigon to maintain a waitlist of 25% of current stock.

Based on these program considerations, the following options are considered for the Nipigon community:

1. Replace Destroyed Properties – 167 Greenmantle & 170 Wadsworth.

The destroyed properties were each four-bedroom family units located within residential neighbourhood settings. The neighbourhoods are family style streets, with multiple TBDSSAB units and private homeowner mix of exclusively single detached homes. The replacement of four-bedroom homes on either property would not align with the current and projected Nipigon housing targets and the demand for one-bedroom units.

2. Redevelop Properties – 167 Greenmantle & 170 Wadsworth.

The properties could be redeveloped into tri-plex buildings offering three one-bedroom fully accessible units. The current zoning of each property would support redevelopment of duplex or tri-plex units. Other multi-unit options could be considered but would require a rezoning process. The property known as 168 Wadsworth could be considered for a future shovel-ready project when funding became available, though would require some initial land development to make the project shovel-ready. These projects would enhance the density and be consistent with the housing target data and projections for Nipigon.

3. Sell all lands – 167 Greenmantle, 170 Wadsworth & 168 Wadsworth.

Each of the properties could be sold, and the proceeds held in the Capital Regeneration Reserve Fund for development of housing stock throughout the portfolio. Further information related to the sale of these properties is presented in Closed Session.

The best fit for the neighborhood has been considered along with the demand for units when determining the desired outcome for the properties.

### **Further Information Required**

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

- Costs associated with development of a tri-plex or other options including consultant fees
- Cost B estimate for development on the 167 Greenmantle and 170 Wadsworth properties

## STRATEGIC PLAN IMPACT

This report supports the previous TBDSSAB Strategic Plan vision of establishing flexible, inclusive services through the provision of relevant diverse housing support, and the current TBDSSAB Strategic Plan visions of humanizing human services and providing safe, affordable, agency-supported housing.

## FINANCIAL IMPLICATIONS

The financial implications will be presented to the Board in a subsequent report at the December 2025 meeting.

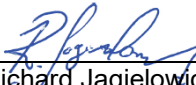

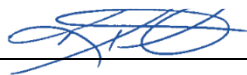
## CONCLUSION

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

Administration is recommending engaging consultants to establish design drawings to develop the 170 Wadsworth property with a triplex containing three one-bedroom units that are fully accessible, along with a Class B cost estimate. Further, Administration recommends proceeding as directed in Closed Session.

## REFERENCE MATERIALS

Attachment #1 [Nipigon Direct-Owned Housing Property Options Confidential – Closed Session Only](#)

PREPARED BY:	Marty Read, Manager, Infrastructure & Asset Management Dianne Lampi, Manager, Housing Operations
SIGNATURE	 
APPROVED BY	Richard Jagielowicz, CPA, CA, CBV, Director, Corporate Services Crystal Simeoni, Director, Integrated Social Services
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2025-26

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: CANADA-ONTARIO COMMUNITY HOUSING INITIATIVE AND ONTARIO  
PRIORITIES HOUSING INITIATIVE INVESTMENT PLAN 2025-26

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### RECOMMENDATION

THAT with respect to Report No. 2025-26 (Integrated Social Services Division) and Resolution No. 25/53 we, The District of Thunder Bay Social Services Administration Board (the Board), confirm the Chair and the Chief Executive Officer's execution of the Transfer Payment Agreement for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative and submission to the Ministry of Municipal Affairs and Housing;

AND THAT the Board approve the 2025-26 Investment Plan for the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs and authorize the Chief Executive Officer to execute the plan and submit to the Ministry of Municipal Affairs and Housing;

AND THAT the Board authorizes the Chief Executive Officer to execute any required agreements or documentation for the delivery of the Canada-Ontario Community Housing Initiative and the Ontario Priorities Housing Initiative programs;

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

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information related to the continuation of the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI) and to approve the proposed Investment Plan for the 2025-26 funding year.

### BACKGROUND

On April 17, 2019, The Honourable Steve Clark, Minister of Municipal Affairs and Housing (MMAH) addressed a letter to the TBDSSAB Board Chair announcing the

government's Community Housing Renewal Strategy, a multi-year plan to sustain and grow the community housing system. As part of this strategy, two new programs were launched in 2019-20 leveraging federal investments under the bilateral agreement between the MMAH and the Canada Mortgage and Housing Corporation. Guidelines for these new programs were also introduced.

COCHI represents a re-investment of federal funding allowing Service Managers to address the challenges associated with housing projects reaching the end of mortgages and/or operating agreements. The objective of COCHI is to protect tenants in projects with expiring operating agreements/mortgages and begin to stabilize and eventually grow the supply of community housing through regeneration and expansion, repairs, renovations, and operating support. Housing projects and providers are eligible for COCHI funding as long as they are community housing providers listed in the Housing Services Act, 2011 as of April 1, 2019.

In addition, the COCHI guidelines require the preservation of Urban Native Housing (UNH) units to ensure there is no net loss of units with adequate rental affordability. COCHI funding must be used in addition to existing municipal subsidies for community housing expenditures. COCHI funding cannot be used to offset municipal social housing expenditures.

OPHI is modeled after the previous Investment in Affordable Housing Extension (IAH-E) and allows Service Managers to address local housing priorities. Initiatives including rent supplements, housing allowances and housing development and repair remain under the OPHI program. Under the OPHI Program Guidelines, Service Managers have the flexibility to select the components they will deliver each year under their approved funding allocations. Additional features include the ability to offer a support services component and utilize OPHI funding for community housing repairs under the Ontario Renovates program.

## COMMENTS

On July 18, 2025, The Honourable Robert Flack, Minister of Municipal Affairs and Housing, addressed a letter to the TBDSSAB Board Chair announcing the government's continuation of the COCHI and OPHI programs and a confirmed funding allocation for TBDSSAB in 2025/26, as well as planning allocations for 2026/27 and 2027/28.

To support Ontario's overall National Housing Strategy commitment, each Service Manager (SM) has been assigned a rent-assisted unit target for the 2025-26 fiscal year. These targets are aligned with funding allocations and are intended to contribute toward the overall provincial goal of expanding rent-assisted housing. TBDSSAB's specific expansion target for 2025-26 is 30 new units.

Units that are eligible to be counted toward the 30-unit target are new COCHI and OPHI rent assisted units, such as expired UNH units, new units created through investment of Homelessness Prevention Program (HPP), OPHI, and COCHI funding, Municipal

investments in new rent supplements or rent supported units. In total, the TBDSSAB is forecasting 157 new units for 2025/26. This includes 70 units through HPP, 12 units through COCHI/OPHI, 45 units through COCHI/OPHI for support of expired UNH projects and 30 units through Municipal investment for rent supplements and portable benefits.

With COCHI funding allocations over the past several years, TBDSSAB has focused on investment in the areas of repair of existing community housing properties and in the provision of rent supports and transitional operating funding to maintain UNH units where the mortgages and operating agreements have expired. With previous OPHI funding allocations, TBDSSAB has focused on capital investment in new rental housing, and continued investment in the Ontario Renovates program.

On May 13, 2022, TBDSSAB released an Expression of Interest (EOI) for the development of new affordable housing within the District of Thunder Bay. The intent of the EOI was to understand ideas, concepts, or specific responses for the creation of new affordable housing for low- and moderate-income households in communities throughout the District. Responses to this EOI would be considered for funding opportunities through various loan and grant programs, including COCHI and OPHI and TBDSSAB's Community Housing Reserve Fund, over the next several years. A total of seven submissions were received.

Administration reviewed all of the submissions and rated these to determine the readiness of each project, total cost and cost per unit, potential proponent contribution, financial proforma completeness and the overall ability of the proposed project to address affordable housing needs throughout the District and three of the submissions were considered to be shovel ready. Following this review, Administration provided a response to each proponent stating that as opportunities for investment funding became available, further engagement on the projects would ensue.

Administration has reviewed the 2025/6 funding letter (Attachment #1) and new guidelines and has prepared a Proposed Investment Plan for the COCHI and OPHI programs, presented as Attachment #2.

The Investment Plan proposes utilizing COCHI funds to maintain UNH units with operating agreements that have expired and would otherwise be removed from the housing system. Further, it is proposed that the remaining COCHI funding be utilized for the creation of nine new affordable housing units.

For the OPHI program, Administration is recommending using the full allocation for the creation of three new affordable housing units. Between the COCHI and OPHI allocations, 12 new affordable housing units will be added in the District of Thunder Bay. The details of these units are provided through a Memo in Closed Session.

## STRATEGIC PLAN IMPACT

This report supports the 2024-2027 Strategic Plan practical vision of providing safe, affordable, agency-supported housing that everyone deserves.

## FINANCIAL IMPLICATIONS

COCHI and OPHI are 100% provincially funded programs. TBDSSAB has been notified that it will receive \$3,370,000 through COCHI and \$726,600 through OPHI upon approval of the Investment Plan for the April 1, 2025 – March 31, 2026 funding year.

TBDSSAB is eligible to use up to 5% of the approved funding allocation for administration costs. The allowable administration costs for the Ministry fiscal 2025-26 is \$204,800.



## CONCLUSION

It is concluded that this report provides the Board with information relative to TBDSSAB's COCHI-OPHI Investment Plan for the 2025-26 year.

It is recommended that the Board authorize the Chief Executive Officer to submit the COCHI-OPHI Investment Plan to MMAH and to execute all other required agreements related to the program and make all necessary submissions to meet program guidelines and timeframes.

## REFERENCE MATERIALS

- Attachment #1 [Letter from Minister Flack re: 2025-26 Confirmed Funding Allocations](#)
- #2 [TBDSSAB COCHI-OPHI Investment Plan](#)
- #3 [COCHI – OPHI Capital Projects Confidential – Closed Session Only](#)

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

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234-2025-2425

July 18, 2025

Board Chair Brian Hamilton  
Thunder Bay DSSAB  
[Board.chair@tbdssab.ca](mailto:Board.chair@tbdssab.ca)

Dear Board Chair Hamilton:

**Re: 2025-26 Confirmed Funding Allocations for Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and Expansion Target**

Following the federal government's approval of Ontario's final three-year National Housing Strategy (NHS) Action Plan, I am pleased to confirm your funding allocations under the COCHI and OPHI programs for the 2025-26 fiscal year and provide planned allocations for fiscal years 2026-27 and 2027-28. Details of these allocations are provided below:

**COCHI/OPHI Funding Allocations – Thunder Bay DSSAB**

Program	2025-26 Confirmed Allocation	2026-27 Planned Allocation	2027-28 Planned Allocation
Canada-Ontario Community Housing Initiative (COCHI)	\$3,370,000	\$3,736,600	\$4,052,500
Ontario Priorities Housing Initiative (OPHI)	\$726,600	\$540,900	\$203,100

As you know, during the last two years of the NHS, OPHI funding will be gradually reduced. Please plan and manage the uptake under the Housing Allowance and Rent Supplement components of the program accordingly.

To further support Ontario's overall NHS commitment, each Service Manager (SM) has been assigned a rent-assisted unit target for the 2025-26 fiscal year. These targets are aligned with funding allocations and are intended to contribute toward the overall



provincial goal of expanding rent-assisted housing. Your specific expansion target for 2025-26 is provided below:

### **Rent-assisted Unit Target – Thunder Bay DSSAB**

<b>2025-26</b>	<b>30 Rent – Assisted Units</b> Eligible rent-assisted units include newly built or acquired affordable housing, reactivated community housing, and new rent supplements (provided they meet specific criteria detailed in the NHS Eligibility Guide).
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The NHS Action Plan confirms Ontario's commitment to expand rent-assisted housing units by 19,660 units by March 31, 2028. This goal enabled Ontario to secure federal NHS funding through to the end of the bilateral agreement.

Senior officials at the Ministry of Municipal Affairs and Housing will be providing updated COCHI-OPHI program guidelines, Transfer Payment Agreements, as well as reporting and implementation materials that include reporting guides and templates. These will outline Ontario's expectations and facilitate our collective progress toward NHS outcomes.

Ministry officials will be hosting information sessions that will focus on the rent-assisted unit target and reporting. The Ministry will share invitations to the sessions in the coming days.

Over the past year, Ontario has worked to develop new data collection mechanisms that improve progress tracking of our NHS targets, allowing Ontario to demonstrate significant progress towards the expansion target. By implementing additional reporting and monitoring enhancements in the coming fiscal year, we can continue to demonstrate progress and remain on track in meeting our NHS targets, including the rent-assisted expansion target by 2028.

### **Canada-Ontario Housing Benefit (COHB)**

Portable housing benefits through the COHB program for those currently enrolled, will continue to be distributed out of the existing base program funding allocation managed by the province. At this time, 2025-26 COHB allocations for new participants have not been confirmed.

Our standard communications protocol for housing programs applies to the details in this letter, including keeping this information confidential.



Your ongoing effort in delivering community housing is essential to the success of this plan. I appreciate your partnership and look forward to our continued collaboration in achieving our shared housing goals.

Sincerely,



Hon. Robert J. Flack  
Minister of Municipal Affairs and Housing

c: Ken Ranta, Chief Executive Officer, Thunder Bay DSSAB  
Robert Dodd, Chief of Staff, Minister's Office, Municipal Affairs and Housing (MMAH)  
Martha Greenberg, Deputy Minister (MMAH)  
Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations (MMAH)  
Tanisha Lewis, Director, Housing Programs Branch (MMAH)



# COCHI OPHI Initial Plan

## COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

Fields marked with an asterisk (\*) are mandatory.

### Introduction

### Section A - Proposed Plan

This section is for you to describe how you intend to use your COCHI and OPHI funding allocation to address the housing needs of your community. The proposed program delivery plan should align with your Housing and Homelessness Plan and the Province's Community Housing Renewal Strategy. Please respond to the following questions in the space provided below.

Please make best efforts to respond to every part of each question.

1. What are the current and projected housing needs in your community? Please make direct reference (including page references) to your Housing and Homelessness Plan.

The Community Housing wait list has increased steadily for the District of Thunder Bay from a low in 2017 of 851 to 1,462 currently. This substantial increase in demand demonstrates a need for the addition of affordable housing stock. In addition, 72% of the wait list demand is for 1 bedroom units demonstrating a need for smaller single and couple units specifically. The current market vacancy rate for a one bedroom unit is 2.2% which is down from 3.6% in 2021. These tight market conditions have given rise to inflationary pressures on rents, which have dramatically increased over the past four years. The TBDSSAB Housing and Homelessness Plan - 5 Year Update recognizes the need for more affordable housing in the District of Thunder Bay. Additionally, the TBDSSAB has set the goal to increase the number of housing units across the spectrum; including transitional housing, long-term supportive housing, affordable housing and rent geared to income housing. The proposed COCHI and OPHI investments for 2025/26 help to accomplish this goal.

2. What is your planned approach to use COCHI and OPHI funding?

The TBDSSAB's planned approach for the COCHI and OPHI funding is to balance the needs of Urban Native Housing and the need for new affordable housing development. This plan will invest \$1,004,000 in Urban Native rent supplements for units that have had mortgage expiries and \$270,400 in transitional operating for 30 Urban Native housing units that expired in 2025. Additionally, \$1,927,100 of the COCHI allocation will be utilized for the creation of 9 new affordable housing units and \$690,300 of the OPHI allocation will be utilized for the creation of 3 affordable housing units for a total of 12 new affordable housing units through the 2025/26 COCHI and OPHI allocation. This represents excellent value with an average cost per unit of only \$218,000.



## COCHI OPHI Initial Plan

### COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

One funded project will be an 18 unit new construction with 11 additional units funded through the TBDSSABs 2026/27 COCHI allocation.

3. How does your plan address the current and projected housing needs in your community?

As stated in section 1, the need for new unit creation and specifically for affordable and RGI housing is supported by the increase in individuals on the wait list for Community Housing and the very low 1 bedroom vacancy rate in the District of Thunder Bay.

4. What are the priorities and how were the target client groups selected?

The Urban Native program being supported through rent supplements will continue to operate a chronological wait list for their housing units.

One capital project will see Northern Linkage Not for Profit housing develop the units and have supports provided by St. Joseph's Care Group to create affordable supportive housing for individuals with mental health and addictions.

The second capital project is a collaboration with the Township of Marathon that is in the process of building a small home modular subdivision in the community. Each unit is 600 square feet and intended to provide affordable and easier living for the senior population.

5. Leveraging the COCHI and OPHI initiatives is a key means to achieving the goals and outcomes outlined in the Province's Community Housing Renewal Strategy. Please indicate how your planned spending under COCHI and OPHI will lead to:

- a) Increased supply and appropriate mix of affordable and adequate housing;
- b) People having improved access to affordable housing and supports that meet their needs to achieve housing stability;
- c) Improved efficiency of the community housing system to ensure value for money and long-term sustainability.

Through the TBDSSABs proposed investments the supply of affordable housing will be increased by 12 units, 15 new units will receive rent supplement support in the Urban Native program and 30 units will received transitional operating funding in the Urban Native Program.

Further, 7 units (with 11 added in 2026/27) will be both affordable and have long term supports through a partnership with St. Joseph's Care Group to ensure that individuals have access to the housing that they need.

Finally, support for the Urban Native program will ensure stability and sustainability within the Community Housing system by ensuring that these units remain within the Community Housing system.

6. How does your plan contribute to the allocated NHS targets? Please also indicate how your plan helps ensure the targets will be met?



## COCHI OPHI Initial Plan

COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

The TBDSSABs proposed Investment Plan will create 57 units (45 Urban Native Rent Supplement/ Transitional Operating, 12 new affordable housing units) towards the NHS target of 30. In addition to these 57 units, the TBDSSAB is proposing 70 transitional and long term supported units under HPP, and a goal of 30 new portable benefit and rent supplement units funded through the member municipalities. In total, the TBDSSAB is tracking to have 158 units count towards the NHS target of 30.

**7. To be answered by Service Managers with Urban Native Social Housing (UNH) units only.**

The Ontario-CMHC Bilateral Agreement requires the preservation of Urban Native Social Housing units to ensure that there is no net loss of units and that retained units will be improved through repair, capital replacement, and rent affordability support.

a) How many UNH units do you currently have in your service area?

241

b) How many UNH units currently have operating agreements that have expired?

185

c) How many of these UNH units with expired operating agreements continue to receive housing subsidy support through COCHI funding?

119

d) Please indicate how the COCHI funding you receive will maintain these units and help the Province meet this commitment?

Through the use of COCHI, expiring Urban Native Housing units will be maintained in the TBDSSAB system to support access to affordable and supported housing. TBDSSAB is committed to working with our UNH partners to maintain the existing housing units within the system, and to support the need for maintaining and improving the properties to support long-term use.

**8. To be answered by Service Managers who plan to utilize COCHI/OPHI funding for Rent Supplements.** If you plan to enter into COCHI/OPHI-funded Rent Supplement Agreements with housing providers that have matured Operating Agreements and mortgages, please provide the following details:

a) How many Rent Supplement Agreements do you plan to enter into over the reporting period?



## COCHI OPHI Initial Plan

### COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

There will be 15 new rent supplement agreements entered into in 2025/26 and 64 total expiring between 2025/26 and 2027/28. (Native People of Thunder Bay Development Corporation and Geraldton Native Housing combined).

b) How many units would continue to operate as community housing as a result of Rent Supplement Agreements?

The TBDSSAB intends to support all 64 expiring units over the next 3 years through COCHI funding.

c) How many new rent-assisted units will be created?

45 in 2025/26 and 64 total over the 3 year funding cycle.

d) How many RGI units would be provided?

45 in 2025/26 and 64 total over the 3 year funding cycle.

e) What would be the average rent supplement amount (\$ per unit per month)?

The average rent supplement paid per month for Urban Native units is \$630.00

**9. To be answered by Service Managers who plan to utilize the Transitional Operating component under COCHI.** Please describe what activities will be funded and what outcomes will be achieved.

The TBDSSAB will be providing Geraldton Native Housing Corporation with transitional operating funding for 30 expired units in 2025/26. These units will then shift to rent supplement in 2026/27 and 2027/28.

**10.** Please provide details on your proposed uses of administration fee funding.

The TBDSSAB will use COCHI OPHI administrative funding for a portion of staff salaries and office expenses related to the administration of the COCHI and OPHI programs. This includes a portion of the salary for Director, Integrated Social Services, Manager, Housing and Homelessness Programs, Housing Programs Officer, Director, Corporate Services, Manager, Finance and Financial Analyst.

**11.** Please indicate any potential risks anticipated during the implementation of the planned approach (e.g., risks of underspending, project withdrawals, etc.)? Please also provide details on how the





# COCHI OPHI Initial Plan

## COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

potential risks will be managed.

n/a

## 12. Additional Comments:

n/a

### Section B - COCHI Projected Take-Up (Units/Households)

Complete the following table by entering the number of households for each target group to be served in your area.

Projected Target Group	New Build	Repair	Rent Supplement	Transitional Operating	TOTAL
Homeless	0	0	0	0	0
Indigenous Peoples	0	0	15	30	45
Mental Health/Addiction Issues	7	0	0	0	7
Persons with Disabilities	0	0	0	0	0
Racialized Groups	0	0	0	0	0
Recent Immigrants	0	0	0	0	0
Seniors	5	0	0	0	5
Survivors of Domestic Violence	0	0	0	0	0
Veterans	0	0	0	0	0
Young Adults	0	0	0	0	0
Unspecified	0	0	0	0	0
<b>Total COCHI</b>	12	0	15	30	57

### Section C - COCHI Quarterly Commitments



# COCHI OPHI Initial Plan

## COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

For the Capital Components, enter the estimated amount of COCHI funding to be taken-up by component in each quarter of the 2025-26 program year. Documentation required for a commitment is outlined in the Program Guidelines. Commitments for New Build projects must be made no later than the end of Quarter 3 and commitments for Repair projects in Quarter 4 cannot be more than 10% of the allocation.

The total quarterly commitments must equal the Planned Financial Commitment amount.

For the Operating Components, enter the projected commitments in each quarter of the 2025-26 program year.

COCHI	Planned Financial Commitment by Quarter				\$3,370,000
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	
New Build	0	0	1,927,100	0	1,927,100
Repair	0	0	0	0	0
<b>Total Capital</b>	0	0	1,927,100	0	1,927,100
Rent Supplement	251,000	251,000	251,000	251,000	1,004,000
Transitional Operating	67,600	67,600	67,600	67,600	270,400
<b>Total Operating</b>	318,600	318,600	318,600	318,600	1,274,400
Administration Fee	42,125	42,125	42,125	42,125	168,500
<b>Total COCHI</b>	360,725	360,725	2,287,825	360,725	3,370,000
<b>Variance</b>					0

### Section D - OPHI Projected Take-Up (Units/Households)

Complete the following table by entering the number of households for each target group to be served in your area.

*\*Under column "Rental Assistance" please combine households receiving any Rental Assistance (Rent Supplement; Housing Allowance - Direct; Housing Allowance - Shared)*



# COCHI OPHI Initial Plan

## COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

Projected Target Group	Homeowner-ship	Ontario Renovates	Rental Housing	Rental Assistance*	Housing Support Services	TOTAL
Homeless	0	0	0	0	0	0
Indigenous Peoples	0	0	0	0	0	0
Mental Health/Addiction Issues	0	0	0	0	0	0
Persons with Disabilities	0	0	0	0	0	0
Racialized Groups	0	0	0	0	0	0
Recent Immigrants	0	0	0	0	0	0
Seniors	0	0	3	0	0	3
Survivors of Domestic Violence	0	0	0	0	0	0
Veterans	0	0	0	0	0	0
Young Adults	0	0	0	0	0	0
Unspecified	0	0	0	0	0	0
<b>Total OPHI</b>	0	0	3	0	0	3

\*Young Adults are Youths aged 16 to 24 years

### Section E - OPHI Quarterly Commitments

For the Capital Components, enter the estimated amount of OPHI funding to be taken-up by component in each quarter of the 2025-26 program year. Documentation required for a commitment is outlined in the Program Guidelines. Commitments for Rental Housing projects must be made no later than the end of Quarter 3 and commitments for Homeownership and Ontario Renovates projects in Quarter 4 cannot be more than 10% of that component's allocation.

For the Operating Components, enter the projected disbursements in each quarter of the 2025-26 program year.

OPHI	Planned Financial Commitment by Quarter				\$726,600
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	TOTAL
	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	





# COCHI OPHI Initial Plan

## COCHI-OPHI Investment Plan (IP) 2025-26

Case Number #: 2025-05-1-3209943986

Thunder Bay DSSAB-AIMS

Homeownership	0	0	0	0	0
Ontario Renovates	0	0	0	0	0
Rental Housing	0	0	690,300	0	690,300
<b>Total Capital</b>	0	0	690,300	0	690,300
Housing Allowance-Direct	0	0	0	0	0
Housing Allowance-Shared	0	0	0	0	0
Housing Support Services	0	0	0	0	0
Rent Supplement	0	0	0	0	0
<b>Total Operating</b>	0	0	0	0	0
Administration Fee	9,075	9,075	9,075	9,075	36,300
<b>Total OPHI</b>	9,075	9,075	699,375	9,075	726,600
<b>Variance</b>					0

### Section F - Attestation

- ☒ \*I certify to the best of my knowledge that this report has been accurately populated in accordance with the instructions provided by the Province with approvals by the local Council/ Board or their delegated authority.
- ☒ \*I certify that Funds for Administration Fees are to be used in accordance with the COCHI and OPHI Program Guidelines.

*Prepared By (Name and Title): Aaron Park, Manager, Housing and Homelessness Programs	*Date: 08/15/2025
*Approved By (Delegated Service Manager/Indigenous Program Administrator Authority): Ken Ranta, CEO	*Date: 08/22/2025



## BOARD REPORT

REPORT No.: 2025-27

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: UPDATE TO THE COMMUNITY HOUSING LOCAL SERVICE STANDARDS

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### RECOMMENDATION

THAT with respect to Report No. 2025-27 (Integrated Social Services Division), we The District of Thunder Bay Social Services Administration Board approve the proposed changes to the Local Service Standards as presented.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the proposed changes to the Local Service Standards, as authorized under *the Housing Services Act, 2011* (HSA).

### BACKGROUND

Through the *Housing Services Act, 2011* and associated regulations, Service Managers are required to create the Local Housing Standards for Community Housing. The Local Housing Standards must be up to date and compliant with regulatory changes announced by the Ministry of Municipal Affairs and Housing (MMAH). Additionally, Service Managers have the authority to create local rules relevant to the delivery of Community Housing.

### COMMENTS

As a result of regulatory and program changes, Administration has created a more fulsome supportive housing continuum to better address housing and homelessness efforts across the district. Specific sections of the Local Service Standards have been updated as follows.

#### Section 3.1 – TBDSSAB Roles & Responsibilities

The current structure of the Co-ordinated Access System is designed to make the application process as accessible and user friendly as possible for applicants. The application is available electronically online and printable for paper copy submissions.

Assistance to apply is available by appointment or as a walk in with an Intake staff member.

The Supervisor, Integrated Social Services plays the most direct role in overseeing the administration of the Co-ordinated Access System and works in conjunction with the Housing Programs Officer to monitor compliance with the Act, its regulations and all local policies and procedures.

TBDSSAB is responsible for all tasks involved in the ongoing daily management of the Centralized Waiting List. Tasks performed by TBDSSAB include:

- Intake staff position designated to notifying households if their application for Rent Geared to Income (RGI) assisted housing is completed and/or where they are eligible for placement on the centralized waiting list.
- Designated staff call individuals to gather missing information if the applicant is available instead of sending out a denial letter.
- Providing information about subsidized housing available in the District of Thunder Bay.

### **TBDSSAB Roles & Responsibilities for Housing Applications While Incarcerated**

- If the individual is on Ontario Disability Support Program (ODSP), TBDSSAB will accept and process the application and will notify the individual if they are eligible.
- If the individual is not on ODSP and has no source of income, TBDSSAB will accept the completed application with as much of the information requested on page 17 of the application as possible. The completed application will be held by the Intake and Eligibility Supervisor and processed once proof of income is submitted.
- If the individual plans to apply for Ontario Works (OW), the application can be submitted 10 days prior to release. Once approved by OW, TBDSSAB will work with the individual to gather any outstanding documentation for the housing application.

### **Section 5.5 – Age & Ability to Live Independently**

- An individual shall be deemed capable of living independently if they are able to do so with the aid of support services, and if it can be reasonably demonstrated that such services will be provided in a reliable and consistent manner. The presence of support services shall not disqualify an individual from eligibility, provided that these services enable the individual to fulfill the responsibilities of their tenancy, including maintaining the unit in accordance with the terms of their lease agreement, respecting the rights of other tenants, and complying with all applicable rules and regulations. Documentation of a service plan or commitment from a support service provider may be requested to confirm the adequacy of support. Should a tenant requiring support services refuse those services during

tenancy, the eligibility for ongoing tenancy may be revoked. This provision is intended to ensure equal access to housing for those with support needs while maintaining health, safety, and peaceful enjoyment for all tenants.

## **Section 5.12 – Alternative Housing**

Intent:

To identify the special rules for Homeless or Hard-to-House applicants applying for RGI assistance with an Alternative Housing Provider.

Eligibility Criteria:

- An Alternative housing provider has a mandate to provide housing to households that are Homeless **or** Hard-to-House. Alternative housing units are offered to applicants who are homeless or hard-to-house from the transitional housing waiting list and in accordance with the policies set out in the legislation.

Operational Considerations:

- Applicants will be requested to complete a secondary application with alternative housing providers outlining more detailed information about the applicant's situation and the supports required and/or received.
- Supportive or Transitional housing providers can refuse to offer a unit to a household if the selection of the household would be contrary to its mandate.
- Applicants who are Homeless and/or Hard-to-House, that are applying for RGI assistance with a housing provider, can be exempted from the HSA requirements around provision of information and reporting changes where the service manager or Alternative Housing provider determines they are not able to meet these requirements.
- Applicant households reserve the right to appeal any decision relating to housing applicants through the Internal Review Process.

## **Section 5.13 – Special Priority for Victims of Domestic Violence**

- The abused member is subject to Human Trafficking.

## **Section 5.15 – High Needs Homeless Waitlist Category**

It is recommended that the High Needs Homeless (HNH) Community Housing waitlist category is deleted and instead replaced by the TBDSSAB's Transitional and Long-Term Supportive Housing application process.

In 2016, through Report No.: 2016-17, the local rules were enhanced to include the HNH waitlist to assist in addressing the significant increase in the homeless population in the District of Thunder Bay. Administration recommended the creation of the HNH waitlist category as there were very few options aside from emergency shelters to support individuals experiencing homelessness. Since that time, the TBDSSAB has invested in the creation of 239 transitional and long-term supportive housing (TLTSH)

units with an additional 72 units being established through the 2025/26 Homelessness Prevention Program (HPP) capital funds. Additionally, there have also been significant investments in TLTSH programs outside of the TBDSSAB, such as the 59-unit transitional program facility on Junot Avenue that will be administered by the Indigenous Friendship Centre and Metis Nation of Ontario. Once these units come online there will be 370 TLTSH units created.

With the addition of a significant number of TLTSH units, Administration has created an application and referral process with a significant number of TLTSH providers that will be participating. This new process will run independently of the Community Housing waitlist and participants may receive a portable housing allowance for use in the private housing market upon completion of the TLTSH program.

The new TLTSH effectively replaces the need for the HNH waitlist category and offers better assurances that individuals will be provided with opportunities for successful housing outcomes.

### **STRATEGIC PLAN IMPACT**

This report supports the 2024-2027 Strategic Plan practical vision of providing safe, affordable, agency-supported housing that everyone deserves.

### **FINANCIAL IMPLICATIONS**

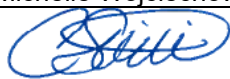

There are no financial implications associated with this report.

### **CONCLUSION**

It is concluded that this report provides the Board with information on the changes and additions to the Local Service Standards, resulting from the regulatory changes to the HSA and changes to local programs.

### **REFERENCE MATERIALS**

None

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs Michelle Wojciechowski, Manager, Intake and Eligibility
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2025-28

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: TRANSFER OF INVESTMENT IN AFFORDABLE HOUSING AGREEMENT -  
175 BELL ST. NIPIGON, ONTARIO

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### RECOMMENDATION

THAT with respect to Report No. 2025-28 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the transfer of the Investment in Affordable Housing for Ontario Program - Rental Housing Component Service Manager Contribution Agreement from the Township of Nipigon to Atlas Properties Inc.;

AND THAT we authorize the Chief Executive Officer to execute any related documentation required;

AND THAT a copy of the resolution be provided to the Ministry of Municipal Affairs and Housing.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information on the potential sale of an Investment in Affordable Housing (IAH) funded property, and to recommend consent for the assignment of the IAH Contribution Agreement.

### BACKGROUND

At the October 27, 2016 Board meeting, the Board received a report (Report No. 2016-59) recommending that the Township of Nipigon be awarded \$500,000 from the 2016-17 allocation from the IAH-E capital funding program for the creation of new affordable housing units in the Township of Nipigon. This recommendation was approved by the Board.

The terms for this funding program state that the funds shall be deemed a forgivable loan, for a period of 20 years from the date of initial occupancy. There is an annual interest rate on the loan of 5%, which shall be forgiven on the annual interest adjustment date, provided that the proponent has satisfied all requirements of the

contribution agreement. The loan amount shall be fully forgiven on the last day of the month at the end of the term of the loan, provided that the proponent has fulfilled all the requirements of the contribution agreement. TBDSSAB has registered a mortgage security on the property for the full amount and term of the forgivable loan.

On December 30, 2016, the Investment in Affordable Housing for Ontario Program - Rental Housing Component Service Manager Contribution Agreement was signed between TBDSSAB and the Township of Nipigon. This established the agreement for the creation of four new affordable housing units to be located at 175 Bell St., Nipigon.

The first occupancy of these units occurred on March 1, 2018. Atlas Properties developed 175 Bell St. from a former school to residential property and was hired by the Township of Nipigon as the General Contractor for the development of the four units funded under IAH-E, as well as the creation of a number of market units at the same site. Atlas Properties has been the property manager for the four IAH-E units since occupancy.

## COMMENTS

The Township of Nipigon previously contacted Administration to inquire about the steps required to transfer this property and agreement to Atlas Properties. Administration shared the steps necessary to achieve the transfer of the property and agreement.

In July 2025, TBDSSAB was informed that the Township of Nipigon would like to proceed with the transfer the property and are seeking TBDSSAB's approval. If TBDSSAB approves of this transfer, Atlas Properties would be bound to all the requirements and deliverables for the remainder of the 20-year agreement, which would end on December 31, 2036.

Paragraph 12.18 of the agreement provides that the proponent shall not assign its interest in the agreement without the prior written consent of the Board. If the proponent seeks to sell the property, Paragraph 12.19 requires the proponent to assign its interest in the agreement to the transferee, and the transferee shall agree to assume the proponent's obligations under the agreement and to provide the Board with the security required by the agreement.

As the Property Manager for the Township of Nipigon, Atlas Properties is familiar with the IAH-E requirements and the affordable rents mandated for these units.

The approval of the MMAH is not required to transfer the agreement, however MMAH must be notified of the Board's consent for the transfer, so that their records may be updated.

## STRATEGIC PLAN IMPACT

This report supports the 2024-2027 Strategic Plan practical vision of providing safe, affordable, agency-supported housing that everyone deserves.

## FINANCIAL IMPLICATIONS



There are no financial implications arising from this report. All costs incurred by TBDSSAB related to this transfer would be covered by Atlas Properties Inc. as per the transfer agreement conditions.

## CONCLUSION

It is concluded that that this report provides the Board with an overview of the request by the Township of Nipigon to transfer the 175 Bell St. property and assign the Investment in Affordable Housing for Ontario Program - Rental Housing Component Service Manager Contribution Agreement to Atlas Properties Inc. TBDSSAB Administration recommends that the Board provide its consent in this regard.

## REFERENCE MATERIALS

None

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer





## BOARD REPORT

REPORT NO.: 2025-29

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: TBDSSAB SUPPORTED AFFORDABLE AND TRANSITIONAL HOUSING  
UPDATE

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an overview of the Affordable and Transitional housing projects that have been completed or are under development through TBDSSAB investment since 2014.

### BACKGROUND

Since 2014, TBDSSAB has supported the construction of various housing projects in the District of Thunder Bay through several provincial funding envelopes including: Investment in Affordable Housing (IAH), Canada Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), Affordable Housing Program (AHP), Home for Good (HFG), Social Services Relief Fund (SSRF), Homelessness Prevention Program (HPP) and the use of TBDSSAB reserve funds. To date, TBDSSAB has funded the development of 239 transitional and long-term supportive housing units over the past several years. In addition to this, TBDSSAB has also provided funding for the creation of 237 Affordable housing units in partnership with housing providers.

### COMMENTS

Following are charts depicting the project names, location, funding source, number of units created, and current status of each project.

## Affordable Housing

Affordable housing is considered as independent living where rents on average for the project are at or below 80% of the Canada Mortgage and Housing Corporation Average Market Rent for the community or as approved by the Ministry.

Project Name	Proponent	Community	Funding Program	Year Completed/ Proposed	Units
Sister Leila Greco Apartments	St. Joseph's Care Group	Thunder Bay	AHP	2014	132
Victoria Avenue	Habib Enterprises	Thunder Bay	IAH	2014	21
Donald Street & Pearl Street	TBDSSAB	Thunder Bay	IAH, TBDSSAB	2015	16
Kay Bee 1 & 2	Kay Bee Seniors NP	Oliver Paipoonge	IAH	2016, 2018	10
Bell Street	Township of Nipigon	Nipigon	IAH	2018	4
Algoma Street & Cornwall Avenue	Northern Linkage	Thunder Bay	IAH	2018	24
Cody Avenue	Matawa	Thunder Bay	IAH	2020	8
McIvor Court	TBDSSAB	Thunder Bay	OPHI, TBDSSAB	2020	6
Archibald Street	Northern Linkage	Thunder Bay	COCHI	2025	14
Nipigon	Butterfly Foundation	Nipigon	OPHI	2025 Under Construction	2
				<b>Total</b>	<b>237</b>

## Transitional/Supported Housing

Transitional/Supported housing is considered an intermediate step between emergency shelter and permanent housing and has limits on how long an individual or family can stay (generally up to four years). It is intended to offer a supportive living environment for its residents, including offering them structure, supervision, support, and life skills to become more independent.

Project Name	Proponent	Community	Funding Program	Year Complete	Units
Lodge on Dawson	St. Joseph's Care Group	Thunder Bay	HFG	2019	28
Journey to Life	Salvation Army	Thunder Bay	IAH-E	2020	20
Arthur Street	Dilico Anishinabek Family Care	Thunder Bay	SSRF	2022	8
Lillie Street	Matawa	Thunder Bay	SSRF	2022	6
Algoma Street (family crisis)	Matawa	Thunder Bay	SSRF	2023	6
Cameron Street	Elizabeth Frye Society	Thunder Bay	SSRF	2023	7
Algoma Street	Matawa	Thunder Bay	SSRF	2024	21
Yonge Street	Dilico Anishinabek Family Care	Thunder Bay	SSRF, TBDSSAB	2024	20
Archibald Street	Elizabeth Frye Society	Thunder Bay	HPP	2024	16
George Street	Shelter House/ Norwest	Thunder Bay	HPP	2025	15
Red River Road	Urban Abbey	Thunder Bay	HPP	2025	6
Archibald Street	Elizabeth Frye Society	Thunder Bay	HPP	2025	12
Huron Avenue	Ontario Aboriginal Housing Services	Thunder Bay	HPP	2025 Under Construction	4
Brock Street	Northern Linkage/ St. Joseph's Care Group	Thunder Bay	HPP	2026 Under Construction	22
Machar Avenue	Urban Abbey	Thunder Bay	HPP	2026 Under Construction	4
Simpson Street #1	Urban Abbey	Thunder Bay	HPP	2025 Under Construction	4
Simpson Street #2	Urban Abbey	Thunder Bay	HPP	2025 Under Construction	24
Miles Street	Alpha Court	Thunder Bay	HPP	2026 Under Construction	16
				<b>Total</b>	<b>239</b>

As noted in the charts, there are 74 transitional/supported housing units and 2 affordable housing units currently under construction, with completion dates through 2026.

The Board has also approved the HPP Investment Plan for 2025/26 which includes a substantial sum for the development of 70 additional transitional units, which must remain confidential until approved by the Ministry. In addition to this, Ontario Aboriginal Housing Services and Thunder Bay Indigenous Friendship Centre's 59 space transitional housing facility on Junot Avenue will be completed by the Spring 2026 and will receive rent supports through TBDSSAB. When construction is completed on these projects, there will be approximately 129 new transitional/supported housing units added in the City of Thunder Bay.

### STRATEGIC PLAN IMPACT

This report supports the previous TBDSSAB Strategic Plan's vision of establishing flexible, inclusive services through the provision of relevant diverse housing supports and supports the current TBDSSAB Strategic Plan vision of humanizing human services. The program supports the success of the people we serve.

### FINANCIAL IMPLICATIONS

There are no immediate financial implications with this report, though ongoing capital and support investments are included in the annual budget process.

### CONCLUSION

It is concluded that this report provides the Board with an overview of the Affordable and Transitional housing projects that have been completed or are under development since 2014.

### REFERENCE MATERIALS

None

PREPARED BY:	Aaron Park, Manager, Housing and Homelessness Programs
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2025-30

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: CHILD CARE FEE SUBSIDY RATES 2026

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### RECOMMENDATION

THAT with respect to Report No. 2025-30 (Integrated Social Services Division), The District of Thunder Bay Social Services Administration Board, approve the maximum school age child care rates for fee subsidy recipients, effective January 1, 2026, as presented.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with information and rationale for determining the maximum school age child care rates for fee subsidy recipients for the 2025 budget year.

### BACKGROUND

Fee subsidy is income tested financial assistance provided toward the cost of child care for parents or legal guardians of children between birth and 12 years of age.

Historically, child care operators determined their daily child care rates based on their own internal business model, with TBDSSAB establishing the maximum daily rates upon which it will provide fee subsidy for eligible families.

With the implementation of the Canada Wide Early Learning Child Care (CWELCC) Program, child care fees for birth to age 6 categories were frozen by the province as of March 27, 2022.

The Ministry of Education (Ministry) has taken a phased approach to the CWELCC System, with the goal of reaching an average parent fee of \$10 a day by 2025-26 for licensed child care spaces. This will involve several steps to reduce current fees to this target level.

The first step was providing a 25% fee reduction for families, beginning April 1, 2022, then building to a 50% reduction in average parent costs (based on March 27, 2022, levels) for licensed child care by the end of the calendar year 2022.

Under the CWELCC program New Child Care Funding Approach, as of January 1, 2025, the Ministry has moved to a fixed rate of \$22 per day for all age categories except for school age children from 6-12 years of age.

## COMMENTS

The following chart outlines the 2025 actual rates and the proposed 2026 rates for school age child care. Administration is proposing that school age rates be increased using the prior year (2025) Ontario Consumer Price Index (CPI) of 1.7% rounded to the nearest full dollar. The CPI has been used in prior years to guide the increase in maximum child care per diem rates. This results in a proposed \$1 per day increase for school age rates for 2026.

### TBDSSAB Maximum Child Care Rates

Age Category	2025	2026	Increase
School Age	\$42	\$43	1.7%

## STRATEGIC PLAN IMPACT

This report relates to the Board's strategic direction of promoting organizational excellence through Financial Stewardship, with a focus on engaging community partners in maximizing integrity across the service system. Further, this initiative addresses stabilizing supports and services in the Early Years and Child Care sector.

## FINANCIAL IMPLICATIONS

Administration estimates the financial impact of increasing the maximum daily rates for school age spaces will result in approximately \$495 more fee subsidy being provided to child care operators on behalf of eligible families.



If approved, this amount will be included in the 2026 operating budget to be submitted to the Board.

## CONCLUSION

It is concluded that the proposed maximum school age child care rates for fee subsidy recipients, effective January 1, 2026, be approved as presented.

**REFERENCE MATERIALS**

None.

PREPARED BY:	Dawnette Hoard, Manager, Child Care and Early Years Michelle Wojciechowski, Manager, Intake & Eligibility
SIGNATURE	
APPROVED BY	Crystal Simeoni, Director, Integrated Social Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer



## BOARD REPORT

REPORT No.: 2025-31

MEETING DATE: SEPTEMBER 18, 2025

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

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### RECOMMENDATION

THAT with respect to Report No. 2025-31 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the 2024-27 Strategic Plan – 2025 Second Quarter Update for information only.

### REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 second 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 June 30, 2025, the overall progress on the plan is 58%.

Table 1 and Table 2 below summarize the progress made to June 30, 2025.



**Table 1: Strategic Plan 2024-27 Progress Summary as of June 30, 2025**

<b>Strategic Direction</b>	<b>Strategies</b>	<b># Objectives</b>	<b># Completed</b>	<b># Underway</b>	<b>% Progress</b>
<b>Culture</b>	1: Sustaining our Internal Knowledge Base	6	4	2	86%
	2: Fostering an Engaged and Collaborative Culture	7	3	2	62%
<b>Compassion</b>	3: Humanizing Human Services	8	1	3	29%
	4: Encouraging Advocacy & Awareness	9	5	2	67%
<b>Excellence</b>	5: Fostering Innovation and Progress	6	1	3	41%
	6: Promoting Reconciliation & Inclusion	5	3	1	61%
	<b>Summary</b>	<b>41 Objectives</b>	<b>17 Completed</b>	<b>13 Underway</b>	<b>58% Progress</b>

**Table 2: Updates on Objectives**

<b>Objectives</b>	<b>Notes</b>	<b>Progress (%)</b>
<b>STRATEGY 1: Sustaining our Internal Knowledge Base</b>		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Reported complete in 2024-Q3: <a href="#">RPT 2024-47</a>	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: <a href="#">RPT 2024-32</a>	100%
1.3 Implement knowledge sharing and transfer plan.	Knowledge-sharing and transfer plan (from Objective 1.1) approved by CEO. On track for 2025 implementation.	66%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: <a href="#">RPT 2024-47</a>	100%
1.5 Each department hosts an information sharing session.	All departments participated in Org-wide Information Sharing session in June. Information sharing sessions for departments/divisions will replace the org-wide session starting in 2026. Further, information about individual departments will be highlighted internally through employee spotlights and externally through information shared for professional recognition days starting in 2026.	100%
1.6 Information about 50% of unique job classifications is spotlighted and shared with appropriate audiences.	Communications and HR have developed an implementation plan for Employee Spotlights, with input from Directors. On track to begin roll-out in January 2026 to meet goal by 2027.	50%

<b>STRATEGY 2: Fostering an Engaged and Collaborative Culture</b>		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: <a href="#">RPT 2024-47</a>	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Feedback from staff about preferred communication methods for organizational/system change obtained in Q2. Results will be incorporated into engagement strategy linked to objective 2.4.	100%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Reported Complete in 2024-Q4: <a href="#">RPT 2025-07</a>	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.	70%
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.	66%
<b>STRATEGY 3: Humanizing Human Services</b>		
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: <a href="#">RPT 2025-07</a>	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Objective delayed pending more information about TBDSSAB's role in the Hart Hub project and its impact on data collection. In the meantime, a plan has been developed to meet this objective. On track to complete by year end 2025.	75%
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 culturally safe spaces available across TBDSSAB properties.	In consultation and planning stage.	5%
<b>STRATEGY 4: Encouraging Advocacy &amp; Awareness</b>		
4.1 Review service recipient surveys for plain language.	Reported Complete in 2024-Q4: <a href="#">RPT 2025-07</a>	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Reported Complete in 2024-Q4: <a href="#">RPT 2025-07</a>	100%
4.3 Board advocates for more community policing.	Presentation made to the Board in closed session. Advocacy to province prepared for AMO 2025 in August.	100%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Strategy developed and implemented in 2025, ahead of schedule. Ongoing discussion between CEO Division, Communications, and ISS Division to further expand on tactics.	100%
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. Campaign design work complete, promotion to begin in fall. On track for completion in Q4 2025.	75%
4.6 Implement two new tactics to support advocacy initiatives.	Two new tactics to support advocacy initiatives were introduced in 2025, ahead of schedule. These include 1) providing additional information / related to advocacy during delegation meetings starting in Q1, and 2) implementing a media-outreach plan starting in Q2.	100%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	In planning stage. Information sessions with targeted stakeholder groups will be scheduled in late 2025, early 2026. Ahead of schedule.	30%

<b>STRATEGY 5: Fostering Innovation and Progress</b>		
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.	85%
5.2 Assess current data collection to align data practices with our strategic goals.	Report Complete in 2025-Q1. <a href="#">RPT 2025-19</a>	100%
5.3 Conduct an evaluation of tech hubs to inform an expansion plan.	On track for completion in 2025. Expansion plans for 2025 include adding two additional Tech Hubs and improvements to current hubs.	55%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting	Delayed. TBD pending Continuous Improvement Plan from objective 5.1	5%
<b>STRATEGY 6: Promoting Reconciliation &amp; Inclusion</b>		
6.1 All staff training in unconscious bias and microaggressions.	Reported Complete in 2024-Q4: <a href="#">RPT 2025-07</a>	100%
6.2 Board education about reconciliation.	Reported Complete in 2024-Q4: <a href="#">RPT 2025-07</a>	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities, including long-term staff education needs	Survey administered in Q2 of 2025.	100%
6.4 Develop and implement a plan for organizational improvement and education in DEI based on survey results	DEI Table will work in partnership with HR to begin planning for 2026 activities in Q3 of this year.	5%

## 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



## BOARD REPORT

REPORT No.: 2025-32

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: SITUATION ANALYSIS IMPLEMENTATION PLAN UPDATE

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### RECOMMENDATION

THAT with respect to Report No. 2025-32 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board, receive the Situation Analysis Implementation Plan update for information only;

AND THAT the Board approves the draft Terms of Reference for the creation of an Indigenous Advisory Table and directs Administration to proceed with a recruitment process.

### REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with a progress update on the Situation Analysis Implementation Plan.

### BACKGROUND

Blue Sky Strategic Group presented the results of their 2021-22 Situation Analysis at the November 2022 Board meeting. Included in this presentation and report were 23 recommendations and a recommended plan for implementation of the recommendations.

A proposed implementation plan was created by Administration to address the 23 recommendations chronologically, and presented to the Board (Report 2023-14) in March 2023 for review and approval.

The Board made the following decisions related to the Proposed Implementation Plan, as summarized in Report 2024-33:

1. For recommendation 1, the Board approved one representative.
2. The Board resolved to create a Situation Analysis Implementation Review Committee (the Committee) to further consider and address the

Recommendations. Terms of reference were passed by the Board at the April meeting (Resolution No. 23/44). The Committee was formed in the summer of 2023. At the September 2023 Board meeting, the Committee put forward a resolution to have Administration consult with Indigenous partner organizations about forming an Indigenous Advisory Table to the Board, supporting both Recommendation #1 and #2 approved by Resolution No. 23/81B.

3. The Board approved the following recommendations by Resolution No. 23/81 as presented: 3, 4, 5, 6, 7, 8, 9, 10, 11, 14, 15, 16, 17, 18, 19, 20.
4. The Board approved recommendations 1 and 2 by Resolution No. 81A (Advocacy for DSSAB Legislation Amendment).
5. The Board approved the following recommendations by Resolution No. 23/94: 12, 13, 21, 22.
6. The Committee deferred recommendation 23 to the future Indigenous Advisory Table.

Following the approval of some items from the proposed implementation plan, Administration organized those recommendations into an action plan for operational use. The action plan includes nine cohesive projects or deliverables that address the 23 recommendations.

It was proposed that an Indigenous Advisory Table be established along the lines of the existing Child Care and Early Years and Homelessness Prevention Program Advisory Tables.

Engagement with Indigenous partner organizations took place to discuss the development of an Indigenous Advisory table. A total of five engagement sessions were held between April 2024 and March 2025, with additional opportunities for feedback by email. In total, representatives from 15 of 19 invited organizations participated in these consultation sessions.

## COMMENTS

Draft Terms of Reference for an Indigenous Advisory Table were finalized in April 2025 for presentation to the Situation Analysis Committee in June and are included in this report.

The creation of an Indigenous Advisory Table would assist in the development and implementation of several of the ongoing actions and would assist in achieving the goal of reaching an External Partnership Strategy.

The Situation Analysis Review Committee met on June 19, 2025 to review the draft Terms of Reference, and agreed through consensus that the draft be presented to the Board for approval.



### **Situation Analysis Recommendations: Action Plan Updates as at June 30, 2025 (2025-Q2)**

The tables below summarize the progress made to date on the nine action plan activities.

Action Plan Activities	2025 Q2 Update
1. Decolonize Policies & Procedures	<p>In Progress:</p> <p>A framework for reviewing Policies &amp; Procedures through an Inclusion and Indigenization lens is under development. The framework has been deferred for completion by 2025-Q4, with implementation to begin in 2026.</p> <p>In the meantime, several internal practices and processes have been updated to reflect this activity.</p>
2. Internal Culture Strategy / Plan (Internal stakeholders & service recipients)	<p>In Progress:</p> <p>An organization-wide Inclusion Lens toolkit/plan is in progress. This toolkit will cover 12 of the 23 recommendations from the Situation Analysis Report and include strategy as well as key definitions and concepts needed for successful implementation. This is scheduled for completion by Q4 of 2025.</p> <p>Several related items are in progress or complete. Highlights:</p> <ul style="list-style-type: none"> <li>• Refreshments and food are available at Intake. (Rec #15)</li> <li>• Plain and welcoming language prioritized in current Strategic Plan. Review framework developed in Q1, piloted in Q2 on Tenant Survey. Full implementation across the organization began in 2024-Q4. (Rec #16)</li> <li>• Staff DEI Table established. (Rec #4)</li> <li>• Indigenous artwork purchased for raffles and incentives. (Rec #14)</li> <li>• Integrated Beautification Plan consultation completed in Q2 2025; Report to the Board</li> </ul>

	<p>presented in May 2025 meeting. Implementation plan in progress with inclusion in 2026 budget. (Ref: #14)</p> <ul style="list-style-type: none"> <li>• Sharing Circles have been hosted by the DEI Table with virtual and in-person options. (Rec #7, #8)</li> <li>• Culturally appropriate staff training offered as part of standard annual training. (Rec #10)</li> </ul>
3. External Partnerships Strategy / Plan (External)	<p>In Progress:</p> <p>In development stage. Inclusion of strategies related to Recommendation #23 – Integrate transparency with Indigenous Partners – Plans to involve new Indigenous Advisory Table to assist in implementation (draft Terms of Reference established).</p>
4. Board Reconciliation Framework	<p>In progress: Development of a framework has been deferred for input from the Indigenous Advisory Table.</p> <ul style="list-style-type: none"> <li>• A sharing circle for the Board was held in 2024-Q4. (Rec #5)</li> <li>• Board training about Reconciliation was held in 2024-Q4 (Rec #6)</li> <li>• Recommendations to be provided through Indigenous Advisory Table.</li> </ul>
5. Continued Board Advocacy: Ontario Works and Housing	<p>In Progress (Ongoing)</p> <p>Delegation meetings with Ministers are requested semi-annually at AMO and ROMA. Position papers include statistics related to the often-disproportionate impact of the topic on Indigenous populations.</p> <p>Future position papers may be developed in consultation with Indigenous partners through the Indigenous Advisory Table.</p>
6. Indigenous Representation on the Board	<p>Pending Formation of Indigenous Advisory Table - Consultation in Progress*</p> <p>Engagement with Indigenous partner organizations took place to discuss the</p>

development of an Indigenous Advisory table. A total of 5 engagement sessions were held between April 2024 and March 2025, with additional opportunities for feedback by email. In total, representatives from 15 of 19 invited organizations participated in these consultation sessions.

Draft Terms of Reference were finalized in April 2025 for presentation to the Situation Analysis Committee in June, included in this report.

7. Board advocacy to MCCSS re DSSAB Act to implement changes to Board makeup

Pending Formation of Indigenous Advisory Table\*

Research into this action item is included as an objective for the Indigenous Advisory Table. Look for guidance from the Board to determine next steps.

8. Wellness [Cultural] Room (at HQ)

In Research Stage

Identified options and space, will seek input from Advisory Table prior to implementation.

9. Physical Safety in Homes

In Research Stage

Our approach to increasing physical safety in homes is multifaceted. Security and support services have been arranged for tenants facing imminent safety concerns. Education has been provided at tenant engagement meetings to increase understanding of how to prevent and report unsafe situations, as well as supports available if needed. Physical safety and security at an infrastructure level was also included in the Integrated Beautification Plan consultation completed in Q2 2025.

We will seek input from the Indigenous Advisory Group on additional steps that can be taken to increase physical safety through an Indigenous worldview that considers Indigenous ways of knowing.

## STRATEGIC PLAN IMPACT

This report supports the 2020-23 Strategic Plan Objectives 23 through 26, related to “Enhancing Indigenous Awareness and Relations”. Elements of the Recommendations have been included in the 2024-27 Strategic Plan, including Recommendation #16 (plain language) which is addressed in Strategic Plan objective 4.1, and Recommendation #6 (schedule culturally appropriate training for the Board) which is addressed in Strategic Plan objective 6.2.

## FINANCIAL IMPLICATIONS

There are no immediate financial implications related to this Report.



Financial implications for 2024 and 2025 were included in the approved budgets. Budget implications for 2026 and beyond will be presented for consideration in subsequent annual budgets.

## CONCLUSION

It is concluded that the update on Action Plan Activities should be received as presented. It is further concluded that the Board receive and approve the draft Terms of Reference for an Indigenous Advisory Table.

## REFERENCE MATERIALS

Attachment #1: [Draft Terms of Reference for Indigenous Advisory Table](#)

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



## **DRAFT Terms of Reference**

### **TBDSSAB Indigenous Advisory Table**

#### **Authority**

- Governance and Procedural By-law 03-2021
- BRD-01:62 Board Committees and Advisory Tables

#### **Purpose**

The primary purpose of the Board's Indigenous Advisory Table (The Table) will be to advise on matters identified by the TBDSSAB Board or the Table.

#### **Mandate / Scope**

The Table shall:

- Research, strategize, and/or advise on matters identified by the TBDSSAB Board or The Table.
- Keep abreast of any significant developments related to TBDSSAB service delivery as it pertains to engagement with Indigenous service recipients and community organizations.
- Receive input from external parties as required to inform the work of the Table.
- Facilitate consultation on priority topics with different audiences, as required and directed by the Board.
- Develop recommendations regarding priority topics as required.
- Report to the Board to identify the Table's recommendations in the form of memos, position papers, or other correspondence.
- The Table does not have authority over staff or operations and must work within the Board's governance mandate and policy framework.

Priorities can be identified by either the Board or the Table. As a Table of the Board, all recommendations put forward by the Table will be presented to the Board of Directors for approval.

## Objectives / Deliverables

The following deliverables have been identified for the Table's first term:

- Review and conduct research on priority topics identified by the TBDSSAB Board or Table.
- Assist in developing parameters for consultation and community engagement (e.g.: focus groups), with strategies for when such consultation should be Table-led and Administration-led.
- Facilitate consultation (via focus group, questionnaire, or other means) to identify key priorities for the Table.
- Review and conduct research necessary to make recommendations to the Board of Directors about what Indigenous representation on the Board could look like—, and suggested approaches to advocacy to the Ministry for changes to the *District Social Services Administration Board Act*.
- Explore knowledge exchange and communication opportunities with similar Boards and audiences interested in pursuing similar representation or advocacy.

## Structure

- The Table shall have a minimum of 8 and a maximum of 12 community members in addition to Board and TBDSSAB Administration members.
- The Table shall be Co-Chaired by the Chief Executive Officer (CEO) and a member of the Table.
- The Table will elect the Co-Chair at its first meeting of the year.
- Meeting quorum shall be 50%+1 of the Table membership.
- The Table shall be established for a 2-year term, with consideration for alternating term ends for continuity.
- Continuation of membership will be at the discretion of the Board at the end of each term.
- Staff resources for the Table will be provided as per Policy: BRD-01:62 Board Committees and Advisory Tables.
- Agendas, minutes, and all communication for the Table will be prepared and distributed by the CEO or assigned recording secretary.
- Minutes are prepared and submitted to the Board for timely communication. If submitted in draft form and substantial changes are made upon approval they will be resubmitted to the Board.
- Recommendations are submitted to the Board for consideration via report or memorandum through Administration.

## Membership Composition

The Table will be comprised of the following:

- Community Stakeholder members, comprised of:
  - Representation from multiple municipalities and communities across the District of Thunder Bay, ideally with some members representing communities outside of Thunder Bay
  - Representatives from non-political Indigenous-led community organizations serving the District of Thunder Bay
  - Indigenous individuals with past or present involvement with TBDSSAB programs and services, or TBDSSAB-funded organizations serving Indigenous clientele in the District of Thunder Bay
  - An Elder or Traditional Knowledge Keeper
- TBDSSAB Board Chair (ex-officio);
- Maximum of two members of the Board, appointed by the Board;
- Chief Executive Officer (CEO);
- Staff resources, as ex-officio members, required to support the work of the Table will be determined by the CEO.

## Nominations & Selection Process

- Priority will be given to Indigenous people, with cross-representation as identified under 'Membership Composition'. Where the Table has been unsuccessful in recruiting the minimum number of Indigenous nominees, non-Indigenous individuals may be considered.
- Notice of nominations will be distributed widely among Indigenous partner organizations (See list below: "Partner Organizations").
- All identified Partner Organizations are eligible to nominate prospective members, including their own staff, service recipients, or people with lived experience.
- Notice of nominations will also be shared with accredited media as well as online through the appropriate platforms/channels. The contact list(s) for distribution will be maintained by the Office of the CEO.
- Nominations can be submitted by or on behalf of prospective members through the method identified in the recruitment materials.
- Nominations will be reviewed and selected by the CEO in consultation with the appointed Board members to the Table TBDSSAB Board Chair .

## **Partner Organizations**

Notice of nominations for the Table will be distributed broadly to the following partner organizations and audiences:

- Indigenous-Led TBDSSAB-Funded Organizations – Organizations with a mandate to serve Indigenous populations within the District of Thunder Bay, with whom TBDSSAB has funding agreements in place at the time of recruitment.
- Indigenous-Led Partner Organizations – Organizations with a mandate to serve Indigenous populations within the District of Thunder Bay, with whom TBDSSAB does NOT have funding agreements in place.
- Indigenous Friendship Centres in the District of Thunder Bay
- Indigenous Communities – Notice of nominations will be shared with Chief and Council of the First Nation communities in the District of Thunder Bay
- Tribal Councils
- Indigenous Advisory Councils representing the District of Thunder Bay (e.g.: City of Thunder Bay Urban Aboriginal Advisory Council)
- Indigenous service recipients / People with Lived and Living Experience (PWLLE) from target demographics (e.g. youth, women, elders)

## **Frequency of Meetings**

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

## **Compensation**

Membership is on a voluntary basis. Members do not receive compensation for their participation. Members will be reimbursed for travel/expenses incurred to attend meetings. (as per TBDSSAB Business Expense and Travel policy)

## **Conflict of Interest**

All members of the Table are required to declare to the Co-Chair(s) any actual, potential, or perceived conflict of interest arising in regard to any matter under discussion by the Table.



## **Confidentiality, Communications, Consultations**

All Table members will be required to sign a confidentiality agreement.

Confidentiality, communications and consultation will aim for balance among the following objectives:

- Balance of transparency and recognition of the need for confidentiality
- Providing a confidential forum for open discussion that enables broad consideration of a range of issues and options
- Opportunities for broader input and engagement on specific issues to enhance the work undertaken by the Table

To create a climate of open dialogue, members are requested to keep detailed conversations at the Table confidential. The Table may decide, on a case-by-case basis, to share specific information externally to get feedback.

The Table may advise Administration on which issues would benefit from broader consultation. Consultation activities may be led by Administration or the Table as directed by the Table Co-Chairs.

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

All materials produced by or for the Table, including statistical analysis, reports and advice, remain the property of TBDSSAB. The First Nations Principles of Ownership, Control, Access, and Possession (OCAP) will be applied to research and data collection activities as deemed appropriate by the Table or Administration.

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

## **Review of Terms of Reference**

The Table will review the Terms of Reference on a bi-annual basis.



## BOARD REPORT

REPORT No.: 2025-33

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: ENTERPRISE RISK MANAGEMENT - ANNUAL UPDATE

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an update on the organization's Enterprise Risk Management (ERM) Framework.

### BACKGROUND

Developing an ERM System was identified as a component of the 2017 - 2020 Practical Vision of TBDSSAB; specifically, as a component within Transparent and Sustainable Finances.

To strengthen TBDSSAB risk management functions and develop a fulsome process, Administration began the process of establishing a comprehensive risk management overview and framework.

The Board approved the ERM Policy at its November 2018 Meeting, which included direction that Administration complete an ERM Framework.

The Board approved the ERM Framework, and resultant risk tolerance at its November 2019 Meeting, and Risk Appetite Statement at its December 2019 meeting.

At its September 17, 2020, meeting, the Board approved the annual reporting template and cycle for the Residual Heat Map and Risk Trajectory Dashboard.

Updates have been made as a result of Administration's annual review process, in accordance with the approved ERM Policy (CS-01:120), and provided to the Board for information, prior to the budget process each year, to ensure resources can be aligned to address or continue to address risk areas.

## COMMENTS

In its first iteration of the ERM Framework, Administration worked to identify all possible risks to the organization with the understanding that through regular monitoring and measuring of the Framework, refinements would be made to identify the Key Risks more accurately or appropriately to TBDSSAB.

The effectiveness of the ERM Framework is reviewed through an ongoing monitoring process. Through this process, the appropriateness of the various risks is confirmed with further refinements made as a result of Administration's review of the ERM over the previous year.

### ERM Summary Updates

#### 1. *Change from Tier 1 Risk to Tier 2 Risk*

Originally, all risks were defined as Tier 1 risks; however, starting with the first annual review in 2021, certain items were reclassified as Tier 2 risks based on further review, as well as the results of measuring the risks during that year.

That same process was completed during the annual review this year. As a result, additional items were identified as Tier 2 risks where limited exposure continued based on the history as well as the results of measuring the risks during the year, and continued application of the identified Key Controls.

Based on continued monitoring of results, risks identified as Tier 2 Risks in 2024 will remain classified as such; additional items were reclassified as Tier 2 Risks through this year's review. Tier 2 risks will continue to be monitored to ensure the classification to Tier 2 remains relevant, however, would not be reported within the Residual Heat Map, nor the Risk Trajectory Dashboard due to their low risk assessment and results during the previous year.

In particular, the following risks were reclassified as Tier 2 risks:

#	Description – Nature of Risk	Rationale
<b>B58</b>	Risk of perceived unfair procurement activities	This risk is deemed low based on historical evidence and existing management strategies.
<b>P24</b>	Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)	This risk is deemed low based on historical evidence and existing management strategies.
<b>P25</b>	Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted	This risk is deemed low based on historical evidence and existing management strategies.

<b>T54</b>	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building in an inappropriate manner B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc) D) Risk that hard-copy files are lost, misplaced or destroyed	This risk is deemed low based on historical evidence and existing management strategies.
<b>T55</b>	Risk that partners do not have robust and resilient infrastructure to support 7/24/365 service (programs will be offline for extended periods of time) and impact operations (externally-hosted software)	This risk is deemed low based on historical evidence and existing management strategies.

## **2. Combined Risks**

In previous annual reviews, certain risks were identified as being fundamentally similar and could be combined without losing the integrity of the nature of risk and its potential impact on TBDSSAB. No risks were identified during this year's review.

## **3. Risks Removed**

Risks were considered for removal if, after monitoring for the past year, it was determined that they are not a risk for TBDSSAB. No risks were identified for removal.

## **4. Other Updates**

Further clarification/revisions were made to the Nature of Risks throughout the ERM summary to more closely align with the intent of the risks for TBDSSAB.

The updated ERM Summary is provided in Attachment 1.

## Summary

With the updated ERM Summary, and based on the experiences across the organization, the Assessed Residual Risk was also updated.

Overall, the risk exposure has remained largely consistent with the previous years' assessment of the Types of Risk identified within the ERM Summary, and that the key controls continue to be effective to treat the risks. The following exceptions are noted:

- B57 Risk that unfavourable events (e.g., security breach) impact TBDSSAB's reputation
- P27 Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment
- H61 Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/ patron safety (HQ and offices, TBDSSAB facilities, vehicles)

Risk has increased from *No Action Required*, to *Monitor*. Although these have been increased, TBDSSAB continues to put in place measures that continuously safeguard the assets of the organization as well as staff and tenants served.

The updated Residual Heat Map is provided in Attachment 2, and the resulting Risk Trajectory Dashboard is provided in Attachment 3.

## STRATEGIC PLAN IMPACT

Monitoring, reviewing and updating the Enterprise Risk Management System aligns with the financial stewardship component of the strategic plan to support a strong organization.

## FINANCIAL IMPLICATIONS

There are no immediate additional financial implications associated with this report. Future decisions related to the management of risk may impact resource allocation, and will be identified during the annual budget process, or as required.

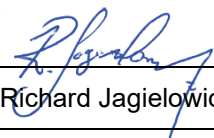

## CONCLUSION

It is concluded that the monitoring and updating of the ERM has been completed, and the results have been presented through the Residual Heat Map and Risk Trajectory Dashboard.

It is also concluded that Key Controls remain relevant to support the treatment of risk across the organization.

**REFERENCE MATERIALS**

- Attachment #1      [Updated Enterprise Risk Management Summary](#)
- Attachment #2      [Residual Heat Map](#)
- Attachment #3      [Risk Trajectory Dashboard](#)

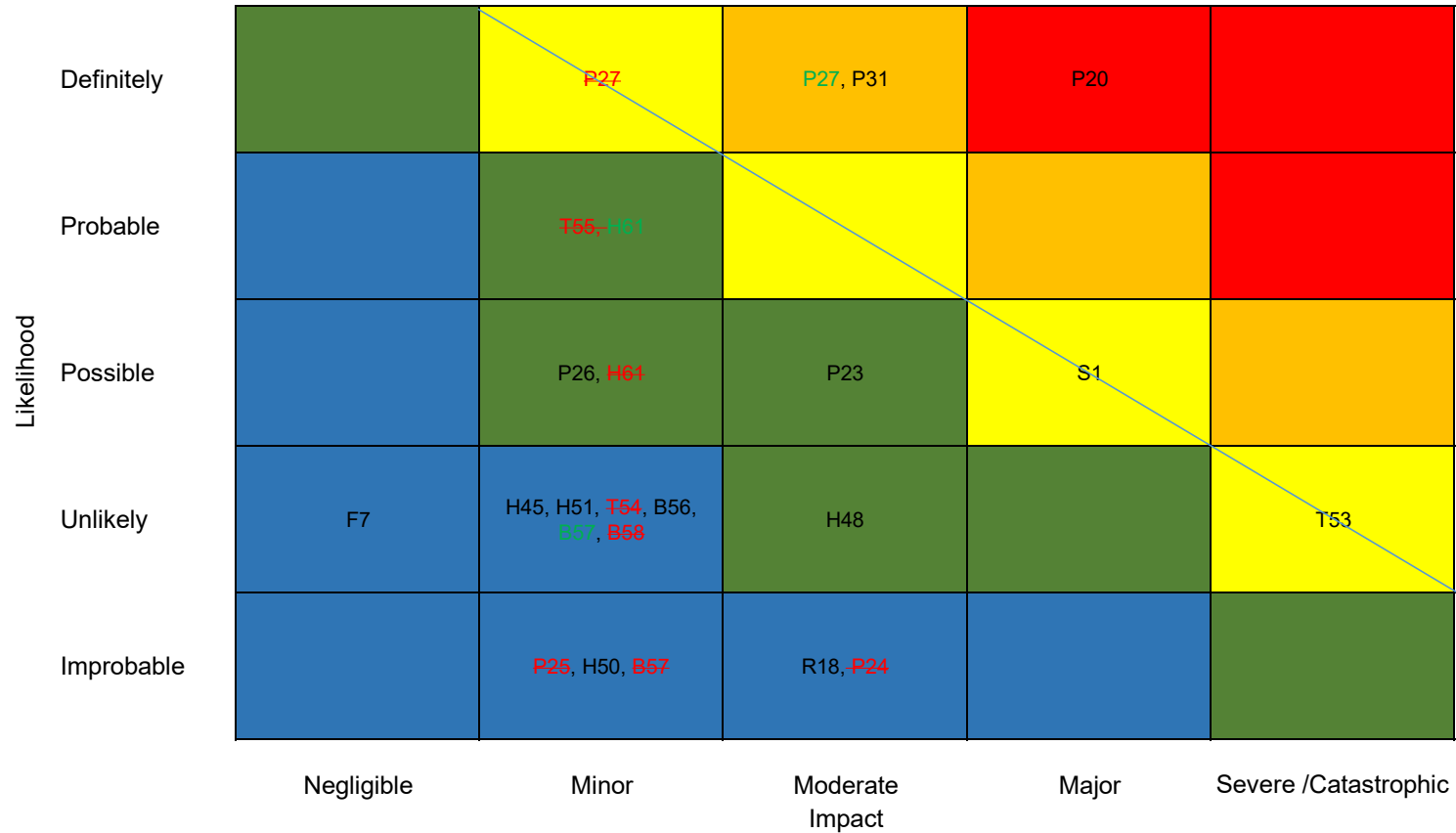
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SUBMITTED BY:	Ken Ranta, Chief Executive Officer

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
<b>STRATEGIC</b>  Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	<b>S1</b>	Risk that information from funders about program operations is not available, timely, or accurate to enable informed decision-making and effective planning.	Proactively planning for local client/tenant needs, economic trends, and other factors impacting program delivery; monitoring monthly operational statistics; aligning resources through Performance Based Budgeting.	3	4	12
				Proper communication channels are in place to effectively communicate direction, program changes, etc.			
				Internal processes for finance, purchasing, IT; membership, effective management, professional development, best-practice research.			
				Proactively planning, process reviews, program realignment.			
<b>FINANCIAL AND LIQUIDITY</b>  Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Financial Position Risk	<b>F7</b>	Risk of running an in-year operating deficit overall that can't be mitigated	Management processes, Levy Stabilization Reserve Fund, effective Reserve Fund Strategy, quarterly monitoring processes (i.e., variance reports); exceeding cost-sharing ratio, if required, with the ability to levy under DSSAB Act.	2	1	2
<b>REGULATORY/ COMPLIANCE</b>  Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Change	<b>R18</b>	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations	Planning, communication, capital reserves, external program funding.	1	3	3
<b>OPERATIONAL/ PROGRAMS</b>  The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	<b>P20</b>	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants	Disaster Recovery Site; Property Insurance; HQ and Satellite Offices emergency plans; Reserve Funds.	5	4	20
	Property/ Equipment System Risk	<b>P23</b>	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment	Emergency and Evacuation Plans, Property Insurance, Purchasing processes, Reserve Funds.	3	3	9
		<b>P24</b> <b>Move to Tier 2</b>	<del>Risk that server recovery is not timely or complete so that client/tenant service is impacted- (Hardware/software- applications)</del>	<del>In-house expertise; Vendor/Partner Maintenance Agreements and SLAs- (Service-Level Agreements); OffSite and OnSite back-ups; Disaster Recovery Site; Network Security protocols; property insurance.</del>	<del>4</del>	<del>3</del>	<del>3</del>

Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
		<b>P25</b> <b>Move to Tier 2</b>	<del>Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted</del>	<del>In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service Level Agreements); Off-Site and On-Site back-ups; Disaster Recovery Site; Network Security protocols; property insurance; mobile phones.</del>	<b>4</b>	<b>2</b>	<b>2</b>
		<b>P26</b>	Risk that Satellite Offices do not have appropriate, robust and resilient internet service infrastructure (vendor/ service provider) so that they cannot connect (via internet to HQ or other systems) for an extended period of time	Manual processes (paper documentation); back-up internet connection.	3	2	6
	Third-Party Risk	<b>P27</b>	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment	Security Infrastructure, Police relationships.	5	<b>2 3</b>	<b>15</b>
	Third-Party Risk (con't)	<b>P31</b>	Risk that community at large (inappropriate behaviour) negatively impacts TBDSSAB property (vandalism, dumping, theft)	Emergency plans, security systems, Resource centres, tenant support, use of alternate accommodations.	5	3	15
<b>HUMAN CAPITAL</b>  Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	Hiring/ Retention Risk	<b>H45</b>	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management )	Position description are monitored to ensure up-to-date requirements are identified; recruitment and selection practices/process. Comprehensive quarterly review of recruitment activities to identify trends.	2	2	4
		<b>H48</b>	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)	Robust orientation and onboarding, Succession planning, documented policies and procedures, training.	2	3	6
		<b>H50</b>	Risk that labour discord impacts TBDSSAB work environment	Strong labour relations, planning, recovery site, use of external partners.	1	2	2
	Employee Misconduct	<b>H51</b>	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation) and leads to negative legal/ reputation outcomes.	Appropriate onboarding, policies, procedures, training, supervision and corrective action. Annual review, and sign-off, of Policies and Procedures.	2	2	4



Category	Type of Risk	#	Nature of Risk	Key Controls	Likelihood	Impact	Residual Risk Level
	Third Party Risk	H61	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/ patron safety (HQ and offices, TBDSSAB facilities, vehicles)	Emergency plans, security systems, alarms, emergency response schedule, security presence at HQ Intake, police presence, Resource Centres, insurance, use of alternate accommodations.  Appropriate corrective action, policies, procedures, protocols and training are in place.  Regular completion of Risk Assessments.	3-4	2	8
<b>TECHNOLOGICAL</b>  The risk associated with inappropriate access or use of information	Information Security Risk	T53	Risk of cyber threats and IT security vulnerabilities	IT infrastructure is current so that programming is supported to the extent possible/under the control of TBDSSAB.	2	5	10
				In-house expertise; Vendor/Partner Maintenance Agreements and SLAs (Service-Level Agreements); OffSite and OnSite back-ups; Disaster Recovery Site; Network Security protocols.			
				Mandatory Cyber Security training for all staff			
				Patch Management Procedure - CS-04:163-01			
	Information-Security-Risk—Breach	T54  Move to Tier 2	Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building in an inappropriate manner B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc) D) Risk that hard-copy files are lost, misplaced or destroyed	Confidentiality Agreements upon hire; security protocols for vendors within the building; records' management processes; policies and procedures; file encryption; file transportation security protocols; client communication protocols.	2	2	4
	Third-Party-Risk	T55  Move to Tier 2	Risk that partners do not have robust and resilient infrastructure to support 7/24/365 service (programs will be offline for extended periods of time) and impact operations (externally-hosted software)	Manual processes (paper documentation); redundancy plans; back-up internet providers.	4	2	8
<b>BRAND/ REPUTATION</b>  The risk of the potential for negative publicity, public perception or uncontrollable events to have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.	Third-Party Risk	B56	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB	Initiated Agreements process. Operational Reviews.	2	2	4
		B57	Risk that unfavourable events (eg., security breach) impact TBDSSAB's reputation	Policies, communications.	1-2	2	4
	Public Perception /Brand Risk	B58  Move to Tier 2	Risk of <u>perceived</u> unfair procurement activities	Broader Public Sector procurement directives; internal procurement policies and procedures; E-Bids and Tenders (transparent procurement processes); debriefing process.	2	2	4



Red	Immediate Focus/Action Required
Gold	Focus on best practice improvement
Yellow	Monitor, with a view to Best Practice improvement
Green	Monitor
Blue	No action required

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2024*	Risk Exposure at August, 2025	Trajectory**
<b><u>STRATEGIC</u></b>  Risk of not being able to respond well to external changes as a result of inaction, ineffective strategies, or poor implementation of strategies	Management Information Risk	<b>S1</b>	Risk that information is not available, timely, or accurate about program operations to enable informed decision-making				⇒
<b><u>FINANCIAL AND LIQUIDITY</u></b>  Risk that TBDSSAB will be unable to meet its financial commitments in a timely manner (suppliers, lenders, investments, compensation, and benefits)	Liquidity Risk	<b>F7</b>	Risk of running an in-year operating deficit overall that can't be mitigated				⇒
<b><u>REGULATORY/ COMPLIANCE</u></b>  Risk of not complying with regulatory and other obligatory authoritative requirements	Regulatory Change	<b>R18</b>	Risk that changes in building codes, fire safety requirements or regulatory inspections could have a financial and operational impact on current and future building operations				⇒
<b><u>OPERATIONAL/ PROGRAMS</u></b>  The risk of operational/ program impact resulting from inadequate or failed internal processes, people and systems, or from external events	Environmental Risk	<b>P20</b>	Risk that Acts of Nature, including extreme weather events (fire, storm, wind, flood) or other events (explosion, power failure, biohazards) would negatively impact building operations and possibly displace tenants				⇒
	Property/ Equipment System Risk	<b>P23</b>	Risk that building systems' failures (heating, water heating, potable water, air exchange, emergency generators) could impact tenants and require financial investment				⇒
		<b>P24</b>	<del>Risk that server recovery is not timely or complete so that client/tenant service is impacted (Hardware/software applications)</del>				⇒
		<b>P25</b>	<del>Risk that telecommunication system cannot be recovered on a timely basis so that client/tenant service is impacted</del>				⇒

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2024*	Risk Exposure at August, 2025	Trajectory**
		<b>P26</b>	Risk that Satellite Offices cannot connect for an extended period of time				⇒
	Third-Party Risk	<b>P27</b>	Risk that tenant activities (negligence or criminal) could impact building operations and displace tenants or require financial investment				↑
		<b>P31</b>	Risk that community at large (e.g., gangs, drugs) negatively impacts TBDSSAB property (vandalism, dumping, theft)				⇒
<b>HUMAN CAPITAL</b>							
Risk associated with inadequate human resource policies, processes and practices to hire, develop and retain resources and appropriate competencies to operate the programs and maintain a safe, ethical, and non-discriminatory work environment that complies with employment law	Hiring/Retention Risk	<b>H45</b>	Risk that we cannot attract suitable qualified candidates for key positions (skilled trades, technical, management )				⇒
		<b>H48</b>	Risk of unexpectedly losing a key member of the leadership team, or a high turnover rate (internal operations and public perception concerns)				⇒
		<b>H50</b>	Risk that labour discord impacts TBDSSAB work environment.				⇒
	Employee Misconduct	<b>H51</b>	Risk of violation of TBDSSAB Code of Conduct in the workplace (also brand reputation), which may lead to negative legal/reputation outcomes.				⇒
		<b>H61</b>	Risk that tenant or patron behaviours (physical, violent, harassment) impact staff, stakeholders and other tenant/ patron safety (HQ and offices, TBDSSAB facilities, vehicles)				↑

Category	Type of Risk	#	Nature of Risk	Risk Exposure - Original Assessment*	Risk Exposure - at August 2024*	Risk Exposure at August, 2025	Trajectory**
<b><u>TECHNOLOGICAL</u></b>  The risk associated with inappropriate access or use of information	Information Security Risk	<b>T53</b>	Risk of cyber threats and IT security vulnerabilities				⇒
	<del>Information-Security Risk – Breach</del>	<del>T54</del>	<del>Risk that there is a breach of confidential data: A) Risk that confidential/client/tenant files/sensitive documents leave the building B) Risk that email with key information is sent to incorrect individuals C) Risk that storage and communication devices will be stolen or misplaced or fail (laptops, phones, etc.) D) Risk that hard-copy files are lost, misplaced or destroyed</del>				⇒
	<del>Third-Party-Risk</del>	<del>T55</del>	<del>Risk that programs will be offline for extended periods of time, and impact operations (externally-hosted software)</del>				⇒
<b><u>BRAND/ REPUTATION</u></b>  The risk of the potential for negative publicity, public perception or uncontrollable events to have an adverse impact on TBDSSAB's reputation, thereby affecting program delivery.	Third-Party Risk	<b>B56</b>	Risk that a serious occurrence in a funded agency is reflected on TBDSSAB				⇒
		<b>B57</b>	Risk that unfavourable events (e.g., security breach) impact TBDSSAB's reputation				↑
	<del>Public-Perception-/Brand-Risk</del>	<del>B58</del>	<del>Risk of <u>perceived</u> unfair procurement activities</del>				⇒
<b>*Risk Exposure Legend</b>				<b>**Trajectory Legend</b>			
Red		Immediate Focus/Action Required		Significant Increase		↑	
Gold		Focus on best practice improvement		Moderate Increase		↑	
Yellow		Monitor, with a view to best practice improvement		No Change		⇒	
Green		Monitor		Decrease		↓	
Blue		No action required					



## BOARD REPORT

REPORT No.: 2025-34

MEETING DATE: SEPTEMBER 18, 2025

SUBJECT: 2025 SECOND QUARTER FINANCIAL REPORT

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### RECOMMENDATION

For information only.

### REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with the 2025 Second 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 June 30, 2025, was \$9,710,700 (14.6%) less than the year-to-date Budget, with a net surplus of \$206,600.

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:**

<b>2025 Forecast Program Levy Operating Position Variance</b>	
Social Assistance	\$ 160,500
Child Care and Early Years	\$ (125,500)
Community Housing Programs	\$ 108,400
Direct-Owned Community Housing Building Operations	\$ (143,400)
<b>Forecast Program Levy Operating Surplus/(Deficit)</b>	<b>\$ -</b>

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 second quarter and full-year forecast to year-end, as well as detailed variance explanations are provided in Attachment #1 - 2025 Second Quarter Financial Report.

Highlights for the second quarter capital expenditures and project status updates are provided in Attachment #2 – 2025 Second Quarter Financial Report – Capital and KPI commentary is provided in Attachment #3 – 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 #4 - 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 Second Quarter Financial Report indicates a year-to-date net surplus of \$206,600, but forecasting being on budget from a program levy operating perspective by year end.

## REFERENCE MATERIALS

Attachment #1	<a href="#">2025 Second Quarter Financial Report - Operating</a>
#2	<a href="#">2025 Second Quarter Financial Report - Capital</a>
#3	<a href="#">Key Performance Indicators</a>
#4	<a href="#">Fiduciary Responsibility Checklist</a>

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SIGNATURE	
APPROVED BY	Richard Jagielowicz CPA, CA, CBV, Director - Corporate Services Division
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer





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

# 2025 SECOND 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 6-month period ending June 30, 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:**

<b>2025 Forecast Program Levy Operating Position Variance</b>	
Social Assistance	\$ 160,500
Child Care and Early Years	\$ (125,500)
Community Housing Programs	\$ 108,400
Direct-Owned Community Housing Building Operations	\$ (143,400)
<b>Forecast Program Levy Operating Surplus/(Deficit)</b>	<b>\$ -</b>

2025 Second Quarter Financial Report  
Operating Budget

Table 2 shows the 2025 Operating Budget revenue and expenditures, second 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)	(%)
<b>Financing</b>								
Levy to municipalities & TWOMO	13,228.1	13,207.9	(20.2)	-0.2%	26,456.1	26,456.1	-	0.0%
Federal grants	18,369.6	10,368.0	(8,001.6)	-43.6%	36,739.1	22,382.2	(14,356.9)	-39.1%
Provincial grants	29,127.1	27,601.7	(1,525.4)	-5.2%	58,254.1	70,252.3	11,998.2	20.6%
Rents	5,881.3	5,951.0	69.7	1.2%	11,762.6	12,155.2	392.6	3.3%
Other revenue	122.8	259.4	136.6	111.2%	245.6	415.8	170.2	69.3%
Interest on unrestricted funds	200.0	200.0	-	0.0%	400.0	400.0	-	0.0%
Interest on restricted funds	375.0	614.0	239.0	63.7%	750.0	750.0	-	0.0%
From (to) reserve funds	(963.4)	(1,365.7)	(402.4)	41.8%	(1,926.7)	(2,252.5)	(325.8)	16.9%
<b>Total Financing</b>	<b>66,340.4</b>	<b>56,836.3</b>	<b>(9,504.1)</b>	<b>-14.3%</b>	<b>132,680.8</b>	<b>130,559.1</b>	<b>(2,121.7)</b>	<b>-1.6%</b>
<b>Expenses</b>								
Personnel services	7,999.5	7,563.3	436.2	5.5%	15,998.9	15,295.5	703.4	4.4%
Interest on long-term debt	62.3	65.5	(3.3)	-5.2%	124.5	134.4	(9.9)	-8.0%
Materials	11,364.6	10,714.8	649.8	5.7%	24,330.8	24,669.0	(338.2)	-1.4%
Contract services	119.2	93.6	25.6	21.4%	238.3	254.3	(16.0)	-6.7%
Rents and financial expenses	65.2	(30.6)	95.8	147.0%	130.3	382.3	(252.0)	-193.4%
External transfers	45,771.1	37,241.5	8,529.5	18.6%	89,940.5	87,907.2	2,033.3	2.3%
Loan principal repayment	958.8	981.6	(22.9)	-2.4%	1,917.5	1,916.4	1.1	0.1%
<b>Total Expenses</b>	<b>66,340.4</b>	<b>56,629.7</b>	<b>9,710.7</b>	<b>14.6%</b>	<b>132,680.8</b>	<b>130,559.1</b>	<b>2,121.7</b>	<b>1.6%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>206.6</b>	<b>206.6</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>



## 2025 SECOND QUARTER OPERATING BUDGET RESULTS

The Second Quarter Report provides an indication of TBDSSAB's financial status as at June 30, 2025, and a projection for the year, and identifies any significant variances from the 2025 Operating Budget. Overall, in Q2, TBDSSAB recorded a net surplus of \$206,600, 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)	(%)
<b>Allocation</b>								
Direct-owned community housing building operations	80.6	75.7	(4.9)	-6.0%	161.1	160.6	(0.5)	-0.3%
Ontario Works	454.3	433.0	(21.3)	-4.7%	908.5	901.5	(7.0)	-0.8%
Child care and early years programs	63.2	61.1	(2.1)	-3.3%	126.4	125.0	(1.4)	-1.1%
Housing programs	76.7	74.0	(2.7)	-3.5%	153.4	151.7	(1.7)	-1.1%
<b>Total Allocation</b>	<b>674.7</b>	<b>643.8</b>	<b>(30.9)</b>	<b>-4.6%</b>	<b>1,349.4</b>	<b>1,338.8</b>	<b>(10.6)</b>	<b>-0.8%</b>
<b>Financing</b>								
Other Revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	45.0	89.2	44.2	98.2%	90.0	89.2	(0.8)	-0.9%
<b>Total Financing</b>	<b>45.0</b>	<b>89.2</b>	<b>44.2</b>	<b>98.2%</b>	<b>90.0</b>	<b>89.2</b>	<b>(0.8)</b>	<b>-0.9%</b>
<b>Expenses</b>								
Personnel services	569.9	615.6	(45.8)	-8.0%	1,139.7	1,134.6	5.1	0.4%
Materials	112.5	91.6	20.9	18.5%	224.9	221.3	3.6	1.6%
Contract services	37.4	25.8	11.6	31.0%	74.8	72.1	2.7	3.6%
<b>Total Expenses</b>	<b>719.7</b>	<b>733.0</b>	<b>(13.3)</b>	<b>-1.8%</b>	<b>1,439.4</b>	<b>1,428.0</b>	<b>11.4</b>	<b>0.8%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

Table 3, above, shows the 2025 Operating Budget revenues and expenditures, second 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)	(%)
<b>Allocation</b>								
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%
<b>Total Allocation</b>	<b>1,057.2</b>	<b>1,011.5</b>	<b>(45.7)</b>	<b>-4.3%</b>	<b>4,228.8</b>	<b>4,228.7</b>	<b>(0.1)</b>	<b>0.0%</b>
<b>Financing</b>								
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%
<b>Total Financing</b>	<b>7.5</b>	<b>0.1</b>	<b>(7.4)</b>	<b>-99.2%</b>	<b>30.0</b>	<b>30.1</b>	<b>0.1</b>	<b>0.3%</b>
<b>Expenses</b>								
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%
<b>Total Expenses</b>	<b>1,099.6</b>	<b>1,046.4</b>	<b>53.2</b>	<b>4.8%</b>	<b>4,398.2</b>	<b>4,398.2</b>	<b>-</b>	<b>0.0%</b>
<b>Recoveries</b>								
From HQ building operations	34.9	34.9	-	0.0%	139.4	139.4	-	0.0%
<b>Total Expenses Less Recoveries</b>	<b>1,064.7</b>	<b>1,011.5</b>	<b>53.2</b>	<b>5.0%</b>	<b>4,258.8</b>	<b>4,258.8</b>	<b>-</b>	<b>0.0%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

Table 4, above, shows the 2025 Operating Budget revenues and expenditures, second 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 Q2 and the full-year forecast include:

<b>Personnel Services</b>	<b>Forecast \$66,600 (2.3%) favourable</b>
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Personnel Services expenses were lower than budget in Q2 and are forecast to be under budget by \$66,600 at year-end due to temporarily vacant positions throughout the year, in the Finance, Information Services, 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, second 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)	(%)
<b>Allocation</b>								
Direct-owned community housing building operations	74.0	74.0	0.1	0.1%	147.9	147.9	-	0.0%
Ontario Works	569.2	569.2	-	0.0%	1,138.4	1,138.4	-	0.0%
Child care and early years programs	37.0	37.0	0.1	0.1%	73.9	73.9	-	0.0%
Housing programs	59.2	59.2	0.1	0.1%	118.3	118.3	-	0.0%
<b>Total Allocation</b>	<b>739.3</b>	<b>739.4</b>	<b>0.2</b>	<b>0.0%</b>	<b>1,478.5</b>	<b>1,478.5</b>	<b>-</b>	<b>0.0%</b>
<b>Financing</b>								
Other revenue	1.8	1.7	(0.1)	-2.9%	3.5	3.5	-	0.0%
From (to) reserve funds	(108.8)	(108.8)	(0.1)	0.0%	(217.5)	(217.5)	-	0.0%
Imputed rent adjustment	(121.4)	(173.0)	(51.7)	42.6%	(242.7)	(244.2)	(1.5)	0.6%
<b>Total Financing</b>	<b>(228.4)</b>	<b>(280.1)</b>	<b>(51.8)</b>	<b>22.7%</b>	<b>(456.7)</b>	<b>(458.2)</b>	<b>(1.5)</b>	<b>0.3%</b>
<b>Expenses</b>								
Interest on long-term debt	32.5	33.9	(1.4)	-4.3%	65.0	71.4	(6.4)	-9.8%
Materials	282.5	230.4	52.1	18.4%	564.9	557.0	7.9	1.4%
Loan principal repayment	163.0	162.0	1.0	0.6%	326.0	326.0	-	0.0%
Internal administrative expense	33.0	33.0	(0.1)	-0.2%	65.9	65.9	-	0.0%
<b>Total Expenses</b>	<b>510.9</b>	<b>459.3</b>	<b>51.6</b>	<b>10.1%</b>	<b>1,021.8</b>	<b>1,020.3</b>	<b>1.5</b>	<b>0.1%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

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 Q2 but are forecast to be 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, second 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)	(%)
<b>Allocation</b>								
Direct-owned community housing building operations	70.6	64.1	(6.5)	-9.1%	141.1	129.1	(12.0)	-8.5%
Ontario Works	720.8	660.5	(60.3)	-8.4%	1,441.5	1,333.8	(107.7)	-7.5%
Child care and early years programs	204.3	189.8	(14.5)	-7.1%	408.5	389.4	(19.1)	-4.7%
Housing programs	89.5	84.2	(5.3)	-5.9%	178.9	171.4	(7.5)	-4.2%
<b>Total Allocation</b>	<b>1,085.0</b>	<b>998.6</b>	<b>(86.4)</b>	<b>-8.0%</b>	<b>2,170.0</b>	<b>2,023.7</b>	<b>(146.3)</b>	<b>-6.7%</b>
<b>Financing</b>								
Other revenue	-	-	-	n/a	-	-	-	n/a
<b>Total Financing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>
<b>Expenses</b>								
Personnel services	1,302.8	1,229.4	73.4	5.6%	2,605.5	2,460.0	145.5	5.6%
Materials	31.1	18.1	13.0	41.8%	62.2	61.4	0.8	1.3%
Contract services	-	-	-	n/a	-	-	-	n/a
<b>Total Expenses</b>	<b>1,333.9</b>	<b>1,247.5</b>	<b>86.4</b>	<b>6.5%</b>	<b>2,667.7</b>	<b>2,521.4</b>	<b>146.3</b>	<b>5.5%</b>
<b>Recoveries</b>								
From homelessness programs	248.9	248.9	(0.1)	0.0%	497.7	497.7	-	0.0%
<b>Total Expenses Less Recoveries</b>	<b>1,085.0</b>	<b>998.6</b>	<b>86.4</b>	<b>8.0%</b>	<b>2,170.0</b>	<b>2,023.7</b>	<b>146.3</b>	<b>6.7%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>n/a</b>

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 Q2 and the full-year forecast include:

#### Personnel Services

Forecast **\$145,500 (5.6%) favourable**

Personnel Services costs were lower than budget in Q2 and are forecast to be lower than budget by \$145,500 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, second quarter variances and year-end projections for the OW program. Overall, OW program expenses were lower than budget in Q2, and are forecast to be lower than budget by \$160,500 at year-end.

Table 7:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
<b>Financing</b>								
Levy to municipalities & TWOMO	2,220.4	2,220.4	-	0.0%	4,440.8	4,440.8	-	0.0%
Provincial grants	15,060.6	14,764.2	(296.4)	-2.0%	30,121.1	29,961.8	(159.3)	-0.5%
Other revenues	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	93.5	133.2	39.7	42.5%	187.0	188.2	1.2	0.6%
<b>Total Financing</b>	<b>17,374.5</b>	<b>17,117.8</b>	<b>(256.7)</b>	<b>-1.5%</b>	<b>34,748.9</b>	<b>34,590.8</b>	<b>(158.1)</b>	<b>-0.5%</b>
<b>Expenses</b>								
Personnel services	1,955.7	1,859.5	96.2	4.9%	3,911.4	3,678.8	232.6	5.9%
Materials	183.1	195.2	(12.1)	-6.6%	366.2	407.4	(41.2)	-11.3%
Contract services	2.5	-	2.5	100.0%	5.0	5.0	-	0.0%
Rents and financial expenses	53.6	55.2	(1.6)	-3.0%	107.2	123.9	(16.7)	-15.6%
External transfers	12,033.8	11,790.6	243.2	2.0%	24,067.5	24,038.8	28.7	0.1%
Internal administration allocation	2,642.6	2,552.2	90.4	3.4%	5,285.2	5,170.0	115.2	2.2%
Imputed rent recovery	569.2	569.2	-	0.0%	1,138.4	1,138.4	-	0.0%
<b>Total Expenses</b>	<b>17,440.5</b>	<b>17,021.9</b>	<b>418.6</b>	<b>2.4%</b>	<b>34,880.9</b>	<b>34,562.3</b>	<b>318.6</b>	<b>0.9%</b>
<b>Recoveries</b>								
From homelessness programs	66.0	66.0	-	0.0%	132.0	132.0	-	0.0%
<b>Total Expenses Less Recoveries</b>	<b>17,374.5</b>	<b>16,955.9</b>	<b>418.6</b>	<b>2.4%</b>	<b>34,748.9</b>	<b>34,430.3</b>	<b>318.6</b>	<b>0.9%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>161.9</b>	<b>161.9</b>	<b>n/a</b>	<b>-</b>	<b>160.5</b>	<b>160.5</b>	<b>n/a</b>

Provincial grants are determined by applying the various cost-sharing formulae to actual expenses. Expense highlights for Q2 and the full-year forecast include:

<b>Personnel Services</b>	<b>Forecast \$232,600 (5.9%) favourable</b>
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Personnel Services costs were lower than budget in Q2 and are forecast to be lower than budget by \$232,600 at year-end due to temporarily vacant positions throughout the year.





<b>Internal Administration Allocation</b>	<b>Forecast \$115,200 (2.2%) favourable</b>
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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, second 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 Q2 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)	(%)
<b>Financing</b>								
Levy to municipalities & TWOMO	686.5	666.3	(20.2)	-2.9%	1,372.9	1,372.9	-	0.0%
Federal grants	14,634.3	7,496.3	(7,138.0)	-48.8%	29,268.6	15,072.6	(14,196.0)	-48.5%
Provincial grants	5,398.1	8,306.5	2,908.5	53.9%	10,796.1	17,126.9	6,330.8	58.6%
From (to) reserve funds	-	-	-	n/a	-	-	-	n/a
Imputed rent adjustment	6.1	8.6	2.6	42.1%	12.1	12.0	(0.1)	-0.8%
<b>Total Financing</b>	<b>20,724.9</b>	<b>16,477.7</b>	<b>(4,247.2)</b>	<b>-20.5%</b>	<b>41,449.7</b>	<b>33,584.4</b>	<b>(7,865.3)</b>	<b>-19.0%</b>
<b>Expenses</b>								
Personnel services	232.5	235.2	(2.7)	-1.2%	465.0	459.4	5.6	1.2%
Materials	28.0	34.3	(6.3)	-22.5%	56.0	59.1	(3.1)	-5.5%
Contract services	2.4	-	2.4	100.0%	4.7	4.7	-	0.0%
External transfers	19,989.2	15,755.5	4,233.7	21.2%	39,978.3	32,263.3	7,715.0	19.3%
Internal administration allocation	613.5	593.3	20.2	3.3%	1,227.0	1,204.7	22.3	1.8%
Imputed rent recovery	37.0	37.0	(0.1)	-0.1%	73.9	73.9	-	0.0%
<b>Total Expenses</b>	<b>20,902.5</b>	<b>16,655.3</b>	<b>4,247.2</b>	<b>20.3%</b>	<b>41,804.9</b>	<b>34,065.1</b>	<b>7,739.8</b>	<b>18.5%</b>
<b>Recoveries</b>								
Other recoveries	177.6	177.6	-	0.0%	355.2	355.2	-	0.0%
<b>Total Expenses Less Recoveries</b>	<b>20,724.9</b>	<b>16,477.7</b>	<b>4,247.2</b>	<b>20.5%</b>	<b>41,449.7</b>	<b>33,709.9</b>	<b>7,739.8</b>	<b>18.7%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	-	-	-	n/a	-	(125.5)	(125.5)	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 Q2 and the full-year forecast include:

<b>External Transfers</b>	<b>Forecast \$7,715,000 (19.3%) favourable</b>
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External transfers for child care and early years were less than budget in Q2 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 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	500.0	462.6	37.4	7.5%	1,000.0	925.2	74.8	7.5%
Special Needs	849.0	849.0	-	0.0%	1,698.0	1,698.0	-	0.0%
General Operating	2,718.2	111.9	2,606.3	95.9%	5,436.4	223.7	5,212.7	95.9%
Wage Enhancement	-	-	-	n/a	-	170.6	(170.6)	n/a
Other	73.8	-	73.8	100.0%	147.5	191.5	(44.0)	-29.8%
Early Learning and Child Care	-	-	-	n/a	-	-	-	n/a
EarlyON	1,124.4	988.1	136.3	12.1%	2,248.8	2,116.6	132.2	5.9%
Journey Together	588.7	588.6	0.1	0.0%	1,177.4	1,177.4	-	0.0%
CWELCC	14,135.1	12,753.8	1,381.3	9.8%	28,270.2	25,758.8	2,511.4	8.9%
<b>Total</b>	<b>19,989.2</b>	<b>15,755.5</b>	<b>4,233.7</b>	<b>21.2%</b>	<b>39,978.3</b>	<b>32,263.3</b>	<b>7,715.0</b>	<b>19.3%</b>



## 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, second quarter variances and year-end projections for Housing Programs.

Table 10:

Description	Year-To-Date				Year 2025			
	Budget	Actuals	Variance		Budget	Forecast	Variance	
	(\$000s)	(\$000s)	(\$000s)	(%)	(\$000s)	(\$000s)	(\$000s)	(%)
<b>Financing</b>								
Levy to municipalities & TWOMO	4,332.2	4,332.2	-	0.0%	8,664.4	8,664.4	-	0.0%
Federal grants	3,090.6	2,227.0	(863.6)	-27.9%	6,181.1	6,020.2	(160.9)	-2.6%
Provincial grants	8,668.5	4,531.0	(4,137.5)	-47.7%	17,336.9	23,163.6	5,826.7	33.6%
Other revenue	-	-	-	n/a	-	-	-	n/a
From (to) reserve funds	30.0	-	(30.0)	-100.0%	60.0	60.0	-	0.0%
Imputed rent adjustment	9.7	13.7	4.0	41.2%	19.4	19.5	0.1	0.5%
<b>Total Financing</b>	<b>16,130.9</b>	<b>11,103.9</b>	<b>(5,027.0)</b>	<b>-31.2%</b>	<b>32,261.8</b>	<b>37,927.7</b>	<b>5,665.9</b>	<b>17.6%</b>
<b>Expenses</b>								
Personnel services	286.3	245.5	40.8	14.3%	572.6	579.6	(7.0)	-1.2%
Materials	878.3	361.1	517.2	58.9%	3,358.2	3,202.8	155.4	4.6%
Contract services	30.0	15.3	14.7	49.0%	60.0	52.5	7.5	12.5%
Rents and financial expenses	-	-	-	n/a	-	-	-	n/a
External transfers	13,712.5	9,705.7	4,006.7	29.2%	25,823.3	31,543.6	(5,720.3)	-22.2%
Internal administration allocation	1,606.4	1,197.2	409.2	25.5%	3,212.8	3,238.7	(25.9)	-0.8%
Imputed rent recovery	59.2	59.2	(0.1)	-0.1%	118.3	118.3	-	0.0%
<b>Total Expenses</b>	<b>16,572.6</b>	<b>11,584.0</b>	<b>4,988.6</b>	<b>30.1%</b>	<b>33,145.2</b>	<b>38,735.5</b>	<b>(5,590.3)</b>	<b>-16.9%</b>
<b>Recoveries</b>								
From housing programs	74.8	65.3	(9.5)	-12.7%	149.6	203.6	54.0	36.1%
From homelessness programs	366.9	156.7	(210.2)	-57.3%	733.8	712.5	(21.3)	-2.9%
<b>Total Expenses Less Recoveries</b>	<b>16,130.9</b>	<b>11,362.0</b>	<b>4,768.9</b>	<b>29.6%</b>	<b>32,261.8</b>	<b>37,819.4</b>	<b>(5,557.6)</b>	<b>-17.2%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>(258.1)</b>	<b>(258.1)</b>	<b>n/a</b>	<b>-</b>	<b>108.3</b>	<b>108.3</b>	<b>n/a</b>

Overall, Housing Program expenses were higher than budget in Q2, and are forecast to be under budget by \$108,300 at year-end.

Federal and Provincial grants are determined by applying various cost-sharing formulae to actual expenses. Expense highlights for Q2 and the full-year forecast include:



<b>Materials</b>	<b>Forecast \$155,400 (4.6%) favourable</b>
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Materials were lower than budget in Q2 and are expected to be \$155,400 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	41.8	210.2	(168.4)	-402.9%	83.6	498.0	(414.4)	-495.7%
COCHI	822.0	125.7	696.3	84.7%	3,245.5	2,675.2	570.3	17.6%
Other	14.6	25.2	(10.7)	-73.2%	29.1	29.6	(0.5)	-1.7%
<b>Total</b>	<b>878.3</b>	<b>361.1</b>	<b>517.2</b>	<b>58.9%</b>	<b>3,358.2</b>	<b>3,202.8</b>	<b>155.4</b>	<b>4.6%</b>

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.

<b>External Transfers</b>	<b>Forecast \$5,720,300 (22.2%) unfavourable</b>
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External transfers for Housing Programs were lower than budget in Q2 and are expected to be \$5,720,300 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	2,443.9	2,490.1	(46.2)	-1.9%	4,887.8	4,863.8	24.0	0.5%
Former Provincial Reformed	270.6	239.9	30.7	11.3%	541.1	477.4	63.7	11.8%
Urban Native housing program	404.4	484.9	(80.5)	-19.9%	808.8	867.2	(58.4)	-7.2%
Private landlord rent supplement	1,139.9	1,178.4	(38.5)	-3.4%	2,279.7	2,335.4	(55.7)	-2.4%
Non-profit rent supplement	374.7	354.7	20.0	5.3%	749.4	708.1	41.3	5.5%
Portable Housing Benefit	635.6	587.8	47.8	7.5%	1,271.2	1,217.4	53.8	4.2%
IAH Ontario Renovates	150.0	84.3	65.7	43.8%	300.0	301.9	(1.9)	-0.6%
OPHI Ontario Renovates	146.7	-	146.7	100.0%	293.4	-	293.4	100.0%
COCHI capital repairs	394.0	16.9	377.1	95.7%	-	-	-	n/a
COCHI rent supplement	406.8	488.2	(81.4)	-20.0%	-	-	-	n/a
COCHI transitional operating	41.8	23.7	18.1	43.2%	83.6	23.7	59.9	71.7%
HPP Operating	3,278.7	3,192.5	86.2	2.6%	6,557.4	7,105.7	(548.3)	-8.4%
HPP Capital	3,973.1	135.0	3,838.1	96.6%	7,946.2	12,784.4	(4,838.2)	-60.9%
Home for Good	52.4	52.4	(0.1)	-0.1%	104.7	104.7	-	0.0%
<b>Total</b>	<b>13,712.5</b>	<b>9,705.7</b>	<b>4,006.7</b>	<b>29.2%</b>	<b>25,823.3</b>	<b>31,543.6</b>	<b>(5,720.3)</b>	<b>-22.2%</b>

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 2,471 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 Q2 and are expected to be \$143,400 higher than budget at year-end which will result in a program levy operating deficit of \$143,400.

Table 13:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
<b>Financing</b>								
Levy to municipalities & TWOMO	6,189.0	6,189.0	-	0.0%	12,378.0	12,378.0	-	0.0%
Federal grants	644.7	644.7	-	0.0%	1,289.4	1,289.4	-	0.0%
Provincial grants	-	-	-	n/a	-	-	-	n/a
Rents	5,881.3	5,951.0	69.7	1.2%	11,762.6	12,155.2	392.6	3.3%
Other revenue	121.1	257.6	136.6	112.8%	242.1	412.1	170.0	70.2%
From (to) reserve funds	(569.6)	(732.1)	(162.5)	28.5%	(1,139.2)	(1,464.2)	(325.0)	28.5%
Imputed rent adjustment	12.1	17.3	5.2	43.0%	24.2	24.3	0.1	0.4%
<b>Total Financing</b>	<b>12,278.6</b>	<b>12,327.5</b>	<b>49.0</b>	<b>0.4%</b>	<b>24,557.1</b>	<b>24,794.8</b>	<b>237.7</b>	<b>1.0%</b>
<b>Expenses</b>								
Personnel services	2,214.6	2,061.5	153.1	6.9%	4,429.1	4,174.1	255.0	5.8%
Interest on long-term debt	29.8	31.6	(1.9)	-6.2%	59.5	63.0	(3.5)	-5.9%
Materials	9,136.6	9,042.5	94.1	1.0%	18,273.1	18,743.5	(470.4)	-2.6%
Contract services	5.0	-	5.0	100.0%	10.0	10.0	-	0.0%
Rents and financial expenses	4.8	(92.0)	96.8	2016.7%	9.6	245.0	(235.4)	-2452.1%
External transfers	35.7	(10.3)	46.0	128.9%	71.4	61.4	10.0	14.0%
Loan principal repayment	795.8	819.6	(23.9)	-3.0%	1,591.5	1,590.4	1.1	0.1%
Internal administration allocation	604.4	539.8	64.6	10.7%	1,208.7	1,146.6	62.1	5.1%
Imputed rent recovery	74.0	74.0	(0.1)	-0.1%	147.9	147.9	-	0.0%
<b>Total Expenses</b>	<b>12,900.4</b>	<b>12,466.7</b>	<b>433.7</b>	<b>3.4%</b>	<b>25,800.8</b>	<b>26,181.9</b>	<b>(381.1)</b>	<b>-1.5%</b>
<b>Recoveries</b>								
Recovery from Ontario Works progra	102.7	102.7	0.1	0.0%	205.3	205.3	-	0.0%
Recovery from homelessness progra	508.4	328.4	(180.0)	-35.4%	1,016.7	1,016.7	-	0.0%
Recovery from building overhead	10.9	10.9	0.1	0.5%	21.7	21.7	-	0.0%
<b>Total Expenses Less Recoveries</b>	<b>12,278.6</b>	<b>12,024.7</b>	<b>253.9</b>	<b>38.3%</b>	<b>24,557.1</b>	<b>24,938.2</b>	<b>(381.1)</b>	<b>-1.5%</b>
<b>Excess (Deficiency) of Revenues over Expenses</b>	<b>-</b>	<b>302.8</b>	<b>302.8</b>	<b>n/a</b>	<b>-</b>	<b>(143.4)</b>	<b>(143.4)</b>	<b>n/a</b>

Highlights for Q2 and the full-year forecast include:

### Personnel Services

**Forecast \$255,000 (5.8%) favourable**

Personnel Services costs were lower than budget in Q2 and are forecast to be lower than budget by \$255,000 at year-end due to temporarily vacant positions throughout the year.



<b>Materials</b>	<b>Forecast \$470,400 (2.6%) unfavourable</b>
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Materials costs were higher than budget in Q2 and are expected to be \$470,400 higher than budget at year-end. A further breakdown of this variance is provided in Table 14, below:

Table 14:

Description	Year-To-Date				Year 2025			
	Budget (\$000s)	Actuals (\$000s)	Variance		Budget (\$000s)	Forecast (\$000s)	Variance	
			(\$000s)	(%)			(\$000s)	(%)
Materials								
Repairs and maintenance	1,767.8	1,707.1	60.7	3.4%	3,535.5	3,862.1	(326.6)	-9.2%
Operating services	1,467.5	1,345.9	121.6	8.3%	2,935.0	3,079.1	(144.1)	-4.9%
Insurance	527.9	519.2	8.7	1.6%	1,055.8	1,055.8	-	0.0%
Gas	389.5	415.6	(26.2)	-6.7%	778.9	778.9	-	0.0%
Electricity	917.0	1,136.5	(219.6)	-23.9%	1,833.9	1,833.9	-	0.0%
Water	922.1	855.2	66.9	7.3%	1,844.1	1,844.1	-	0.0%
Hot water tanks	55.7	49.6	6.1	11.0%	111.4	126.5	(15.1)	-13.6%
Municipal taxes	2,944.9	2,842.3	102.6	3.5%	5,889.8	5,835.5	54.3	0.9%
Other	144.4	171.1	(26.8)	-18.5%	288.7	327.6	(38.9)	-13.5%
<b>Total</b>	<b>9,136.6</b>	<b>9,042.5</b>	<b>94.1</b>	<b>1.0%</b>	<b>18,273.1</b>	<b>18,743.5</b>	<b>(470.4)</b>	<b>-2.6%</b>

The anticipated unfavourable variance is due primarily to over-spending within Repairs and Maintenance and Operating Services, specifically related to the following:

Repairs and maintenance variance is anticipated to be unfavourable due to electrical repairs higher than budget by \$202,000 due to electrical standards compliance, and life safety repairs being higher than budget \$107,500.

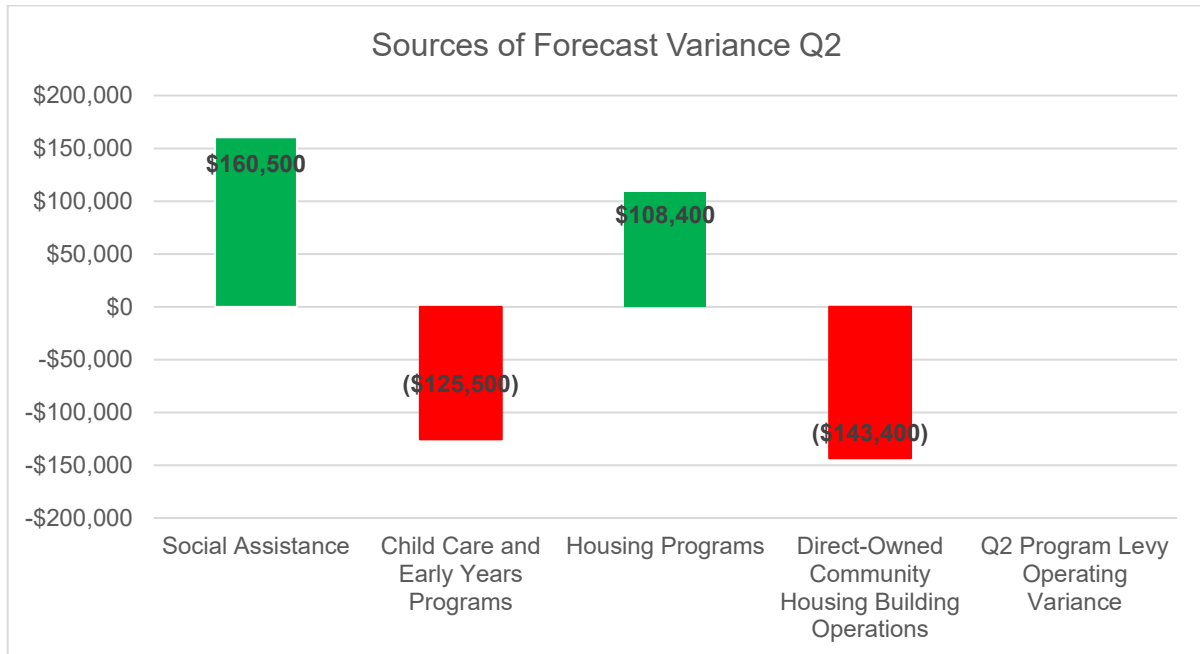
Operating services variance is anticipated to be unfavourable due to building security higher than budget by \$130,600.

<b>Rents and Financial Expenses</b>	<b>Forecast \$235,400 (2,452.1%) unfavourable</b>
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Rents and Financial Expenses were lower than budget in Q2 and are expected to be \$235,400 higher than budget at year-end. The variance is due to accounting provisions associated with allowance for doubtful accounts.

## CONCLUSION

Through the 2025 Second Quarter Financial Report, Administration is projecting to be on budget overall for the 2025 year. The chart below summarizes the Q2 forecast levy operating surplus/deficit for 2025, by program:







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

# 2025 SECOND QUARTER FINANCIAL REPORT

Capital Budget





## INTRODUCTION

On December 19, 2024, The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) approved the 2025 Capital Budget which included 69 projects totaling \$2,915,000. This includes individual capital projects in the direct-owned community housing portfolio.

In 2025, the Capital Budget is financed from the Housing Portfolio Capital Reserve Fund, the Canada Mortgage and Housing Corporation (CMHC), and the Canada-Ontario Community Housing Initiative (COCHI).

Also, subsequent to the 2024 year-end process, the Chief Executive Officer (CEO) approved 85 capital projects, totaling \$4,425,215 from the 2024 Capital Budget to be carried forward and completed in 2025/26.

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

## 2025 SECOND QUARTER CAPITAL BUDGET RESULTS

Reflecting results for the six-month period ending June 30, 2025, this Report provides an indication of TBDSSAB's financial status in relation to the approved Capital Budget and plans.

Overall, in Q2, TBDSSAB has spent or committed \$2,713,100 towards capital projects (2025 Approved Capital Budget and Carryforward projects).

### A. 2024 Carryforward Projects

Through the 2024 year-end process, the CEO approved the carryforward of 85 capital projects totaling \$4,425,215. At June 30, 2025, TBDSSAB had spent or committed \$2,235,000 related to 2024 capital carryforward projects. Twenty-five (25) projects were completed. As of June 30, 2025, of the remaining 60 projects:

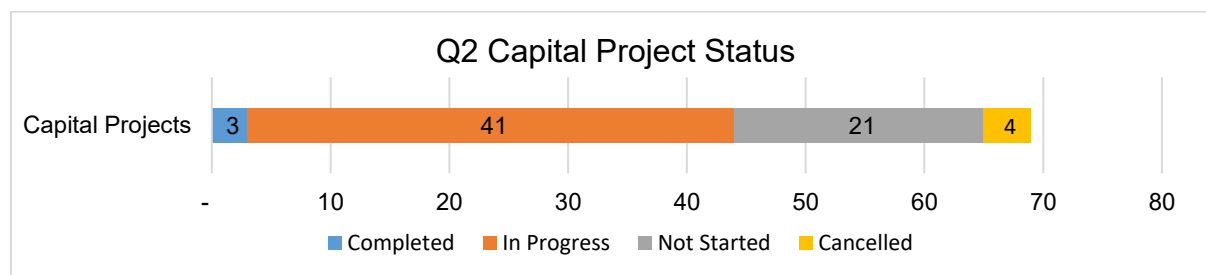
- Twenty-three (23) were awarded and are in construction with completion expected later in 2025, or 2026;
- Five (5) have been tendered with completion expected later in 2025 or 2026;
- Eight (8) have been submitted to procurement for tendering;
- Fifteen (15) are in the review process or have been scoped;
- Two (2) projects have not yet been started;
- Seven (7) projects have been cancelled.



## B. 2025 Individual Capital Projects

The Board approved a total Capital Budget related to individual direct-owned housing portfolio projects totaling \$2,915,000. Based on the approved list, each project was reviewed and scheduled throughout the year to maximize procurement efficiency and project completion based on the nature of the project.

At June 30, 2025, \$478,100 or 16% of the approved capital budget had been spent or committed against the approved projects. Projects have been delayed as internal resources have been focused on making progress towards completion of the 2024 capital carryforward projects:



As of June 30, 2025, of the 41 projects that are “in progress”:

- fourteen (14) have been awarded;
- three (3) were in the procurement stage;
- and twenty-four (24) were in the scope/review stage

It is anticipated that most of the projects will be completed or awarded by the end of the year, or significant progress will be made towards completion, minimizing the carryforward requirement. However, supply chain issues and continued temporary vacancies in technical positions within the Infrastructure and Asset Management Department will likely result in several projects being carried forward and completed in 2026.

## CONCLUSION

As of June 30, 2025, approximately 84% of the 2024 carryforward capital projects were either completed, in construction, awarded, tendered, or are in the procurement stage.

Administration has developed an aggressive schedule with the intent that most capital projects are completed during this calendar year.

Any project that has not commenced by October 15, 2025, will be reviewed, and a determination will be made whether to proceed in 2025 or to defer to future years.

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

### The Office of the Chief Executive Officer

The Office of the Chief Executive Officer (CEO) is responsible for the overall strategic direction and management of The District of Thunder Bay Social Services Administration Board (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 45% progress expected in 2025.

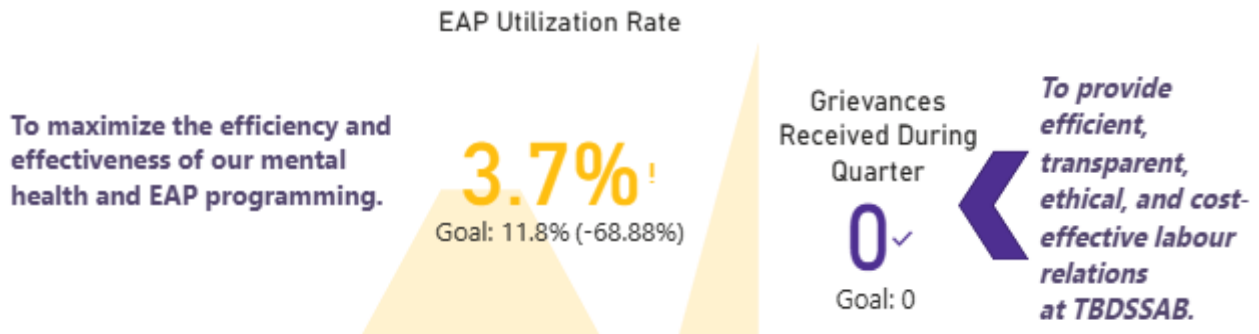


The Office of the CEO is also responsible for initiatives related to communications, engagement, and advocacy. Advocacy around Indigenous Relations and Reconciliation has been a priority for the organization within the previous and current strategic plans. To measure success in these advocacy efforts, a Key Performance Indicator (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.



### 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 Q2, there were no grievances received. This result is consistent with the positive relationship between management and the bargaining unit. Also, in Q2, the EAP utilization rate was 3.7%. 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

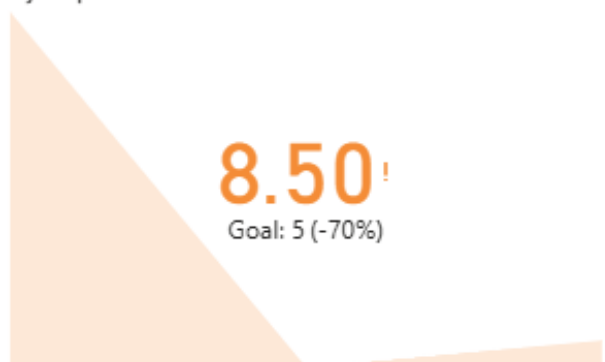
### Finance

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 entries and 10 business days respectively.

In Q2, journal entries and number of business days to close were above the target largely due to internal training of new team members.

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



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

Business Days to Close

20  
Goal: 10 (-100%)

### 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 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 Q2 results.

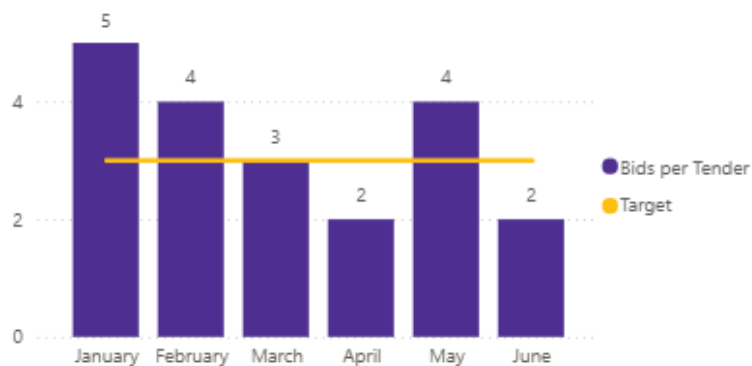
The quality of bid documents is key to achieving efficient, transparent, ethical, and cost-effective outcomes through the purchasing process. The quality of those documents is measured by the number of addenda (changes, questions, or clarifications) issued for each public procurement process because 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 addendum per public procurement process has been established. On average, the target has been achieved through Q2 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**

**0.58**✓  
Goal: 1.00 (+41.61%)

***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 Q2 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 Q2.



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 Q2.

*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 Q2 was 100%.

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

Privacy Requests Completed by Required Timeframe

100%✓  
Goal: 100.00% (+0%)

# of Archive Boxes Stored at Off-site Facility\*

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

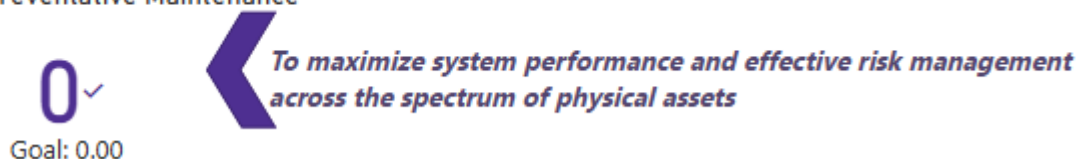
- \*To be reported annually (Q4)

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 10% 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 Q2, 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

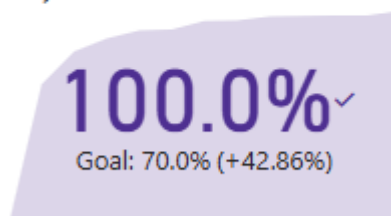
### *Intake and Eligibility*

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.

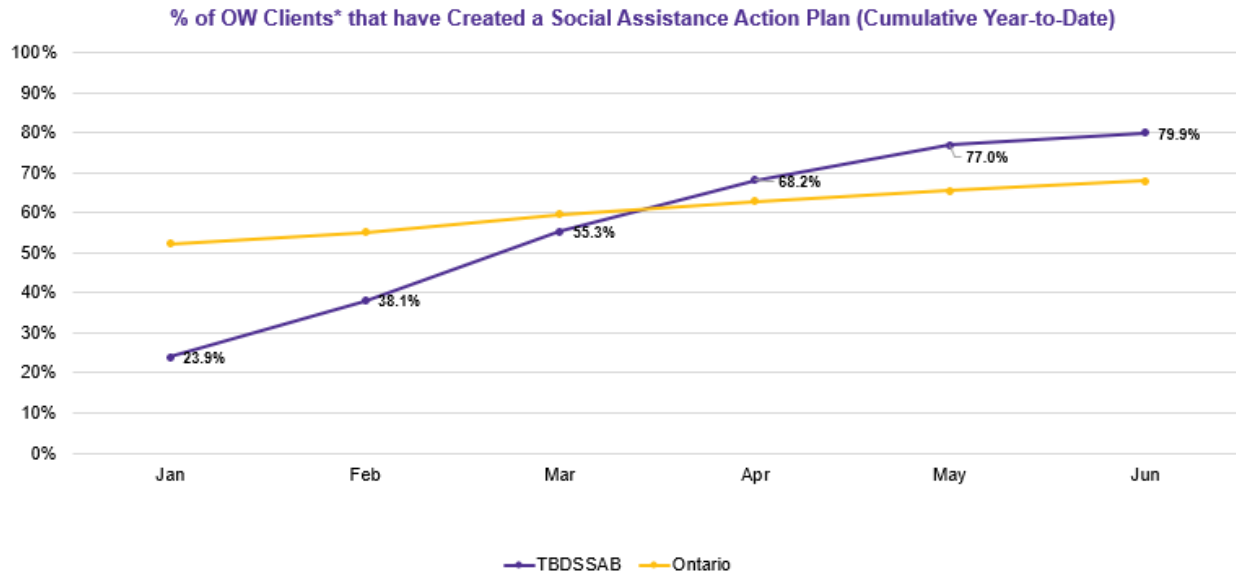
### *Social Assistance*

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.

#### **Performance Target #1**

To deliver the OW program in accordance with legislation and regulations. Percentage of OW adult and ODSP non-disabled adults with participation requirements that have a proper Action Plan created with a target of 100%.

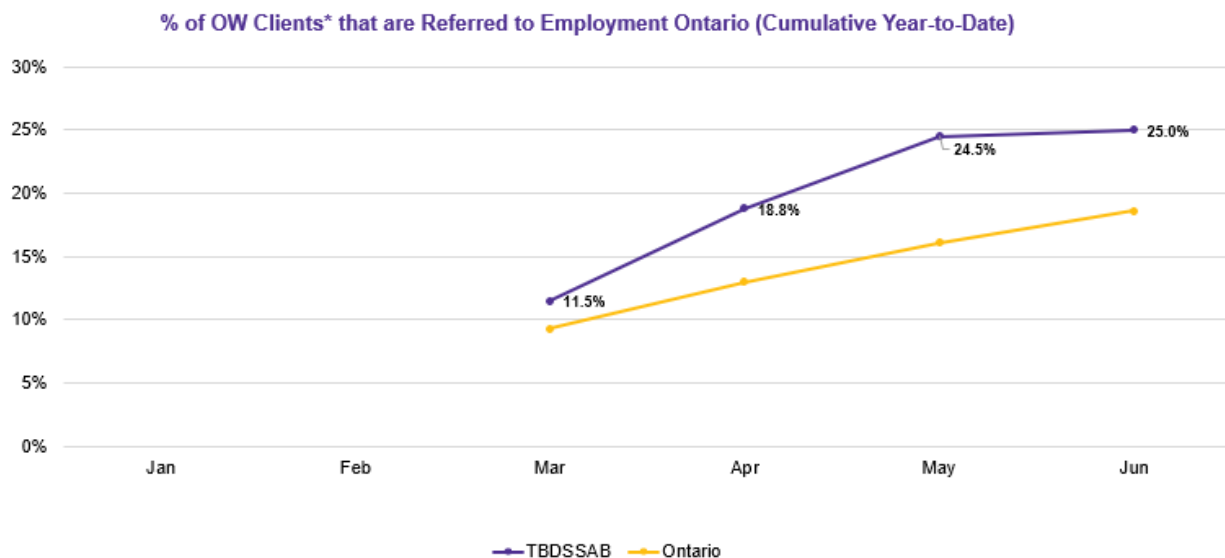
As the Action Plan is a mandatory requirement for eligibility, 100% is unlikely achievable as applicants are granted assistance by Centralized Intake and transferred to the local office. The local office is then responsible to complete the Action Plan with the client within 30 days. Currently TBDSSAB is at 79.9%.



## Performance Target #2

To develop and deliver appropriate programming to help individuals move along the employment continuum. Percentage of OW adult and ODSP non-disabled adults who are referred to Employment Ontario with a target of 31%.

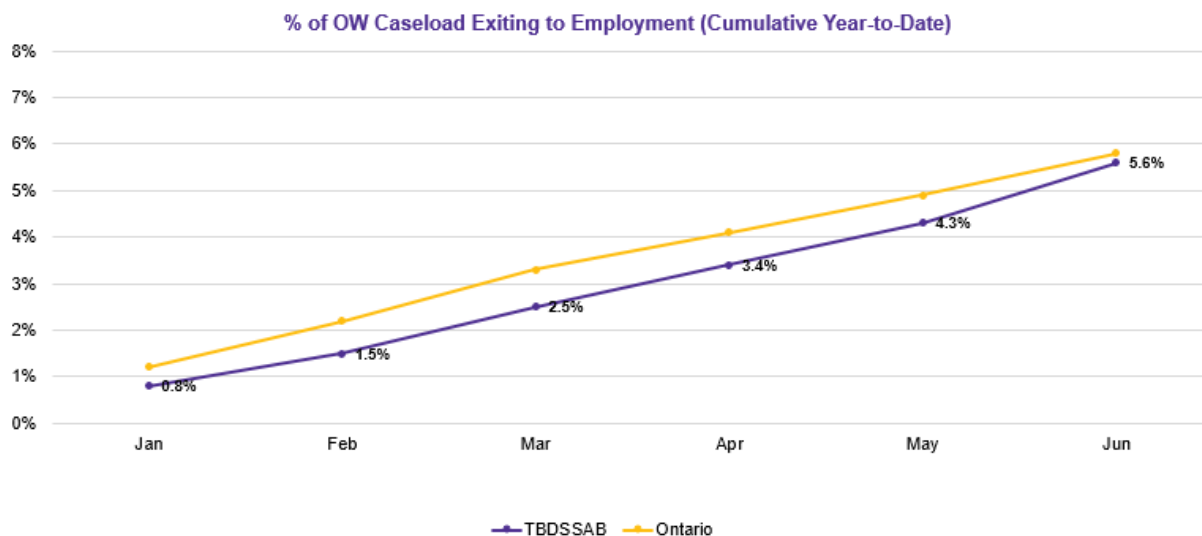
Currently TBDSSAB is at 25% and should achieve the target of 31% by the end of the year.



### **Performance Target #3**

Percentage of OW adult and ODSP non-disabled adults (individual or family units) that exit to employment with a target of 10%.

Currently TBDSSAB is at 5.6% and should achieve the target of 10% by the end of the year.



### **Performance Target #4**

Percentage of OW adult and ODSP non-disabled adults (individual or family units) that exit the program for any reason and return within one year with a target of 37%.

Administration will not be reporting Performance Target #4 as a KPI, because the reason for exiting and reapplying vary for each participant. The report does not have case level detail and therefore circumstances are not clear.

### **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. Although the target for Q2 was not achieved the targets will be met for the remainder of the year.

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

% of Pedagogical Model Implemented

**26.4%!**

Goal: 40% (-34.03%)

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).

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

Net New Housing Supports\*



\* New PHB and Rent Supplement units. Target 30 by end of 2025. For Q1 & Q2 2025, 27 units were removed from the PHB and RS units. Major reasons for number of deletions: 1. Landlords opted out due to the extent of damages from previous tenants; 2. Tenants moved and property management increased rental rates to open unit to general market; 3. Limited budget unable to meet increasing cost of living.

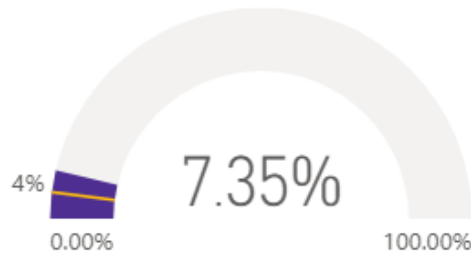
In support of the Province's goal of eliminating chronic homelessness, Administration monitors individuals utilizing emergency shelters. Through outreach and engagement, staff work with these individuals to find more permanent housing solutions. The KPIs relate to the number of chronic homelessness individuals 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 from the Tenant Survey\*

**-15.0%**  
Target: Decrease in Complaints about Cleanliness or Garbage from 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 provide a respectful, supportive environment for all individuals and families accessing TBDSSAB services*

**44.3%**

Positive Responses to Tenant Survey\*\*

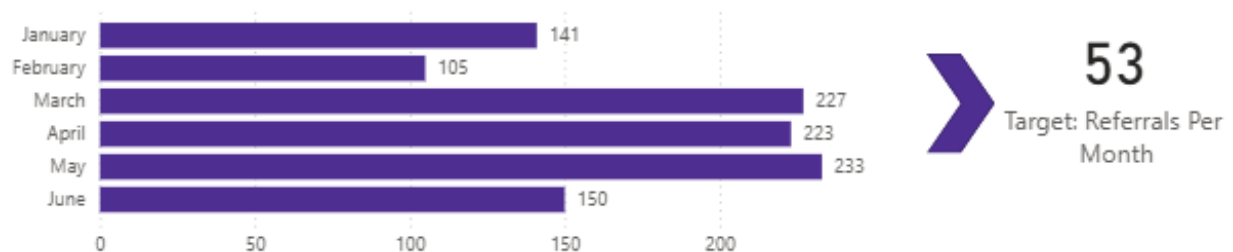


**15.0%**

Target: Increase in Positive Responses from 2024 Survey

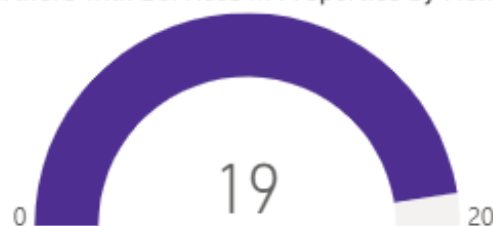
To create vibrant communities for tenants through engagement and collaboration, KPIs relate to the number of referrals from Tenant Support Workers to external agencies, and the number of community partners delivery services within TBDSSAB's properties. The number of agencies providing direct services within TBDSSAB properties was 19 at the end of Q2 and is on track to exceed the target for the year.

Tenant Referrals Made to Services by 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
<b>Corporate Filings</b>					
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)		✓			
<b>Internal Governance</b>					
Bank Reconciliation	✓	✓			
Listing of Cheques	✓	✓			
Debt Payments Made	✓	✓			
Insurance Renewal	✓				
<b>Provincial Reporting</b>					
Ontario Works Monthly Subsidy Claim (20 <sup>th</sup> 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.

03-Sep-25  
Director - Corporate Services Division Date

03-Sep-25  
Chief Executive Officer Date

# TBDSSAB Quarterly Operational Report

Report No. 2025-35

2nd Quarter Operational Report

April 1<sup>st</sup> – June 30<sup>th</sup>, 2025





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## Ontario Works

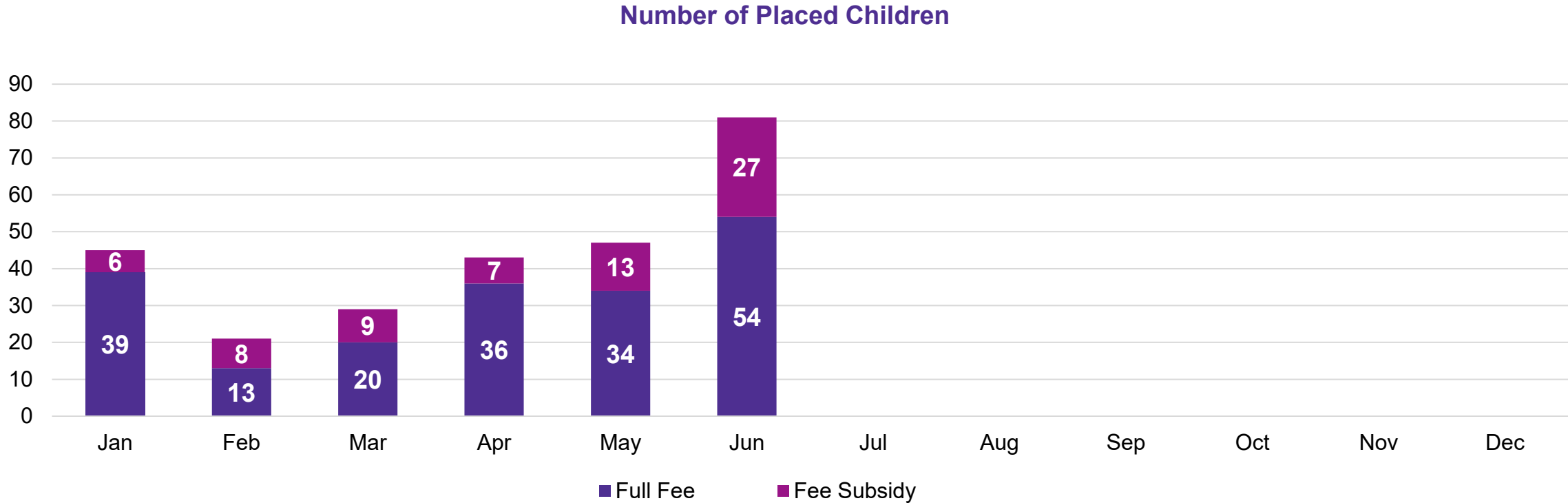
❖ Caseload	14
❖ Employment Assistance Services	16



# Child Care and Early Years: Placed Children



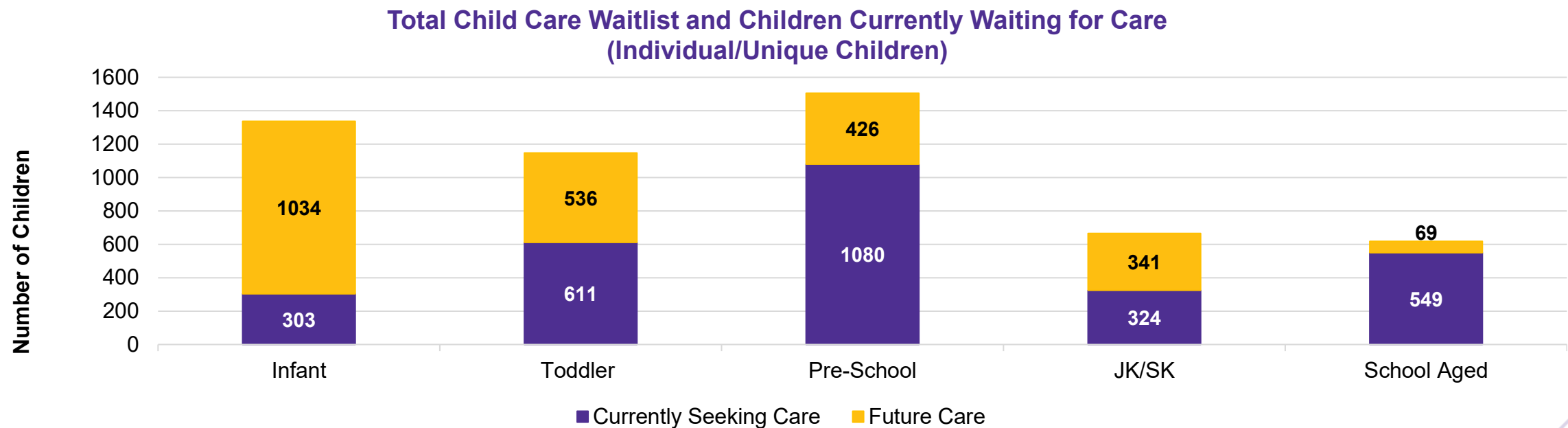
Total # of Children placed as at end of Q2 2025	171
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# Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy	1,608	Number of Families Applying for a Full Fee Space	3,164
Number of Families Applying Special Needs Services	68	Total Number of Placed Children in Q2	171

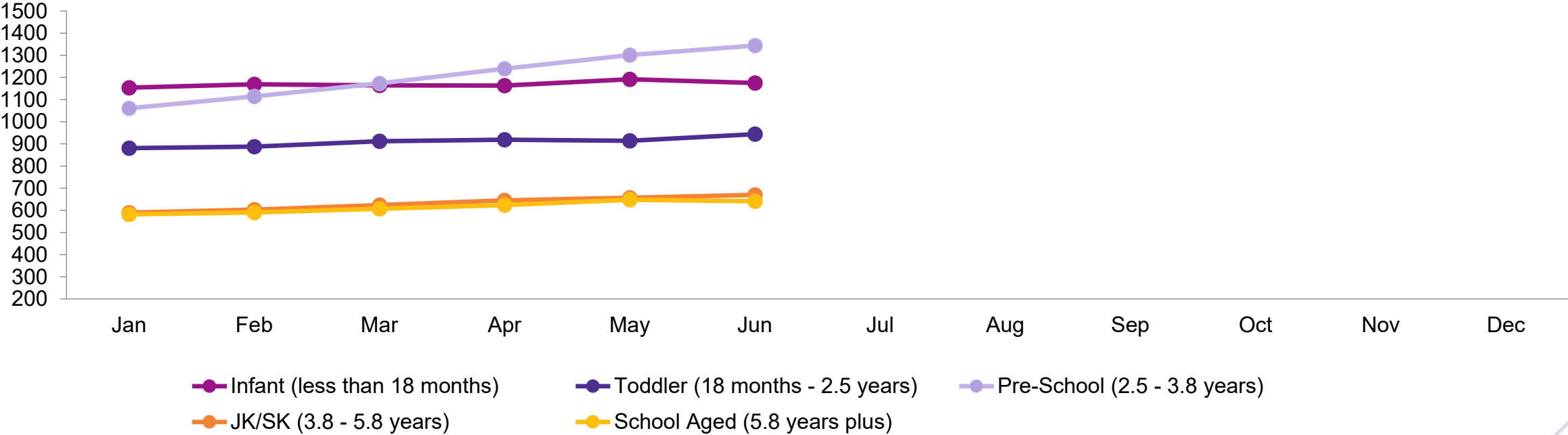


# Child Care and Early Years: Waitlist



**Total Waitlist as at end of Q2 2025**      **4,774**      **Percent of Waitlist Currently Seeking Care as at end of Q2 2025**      **46.34%**

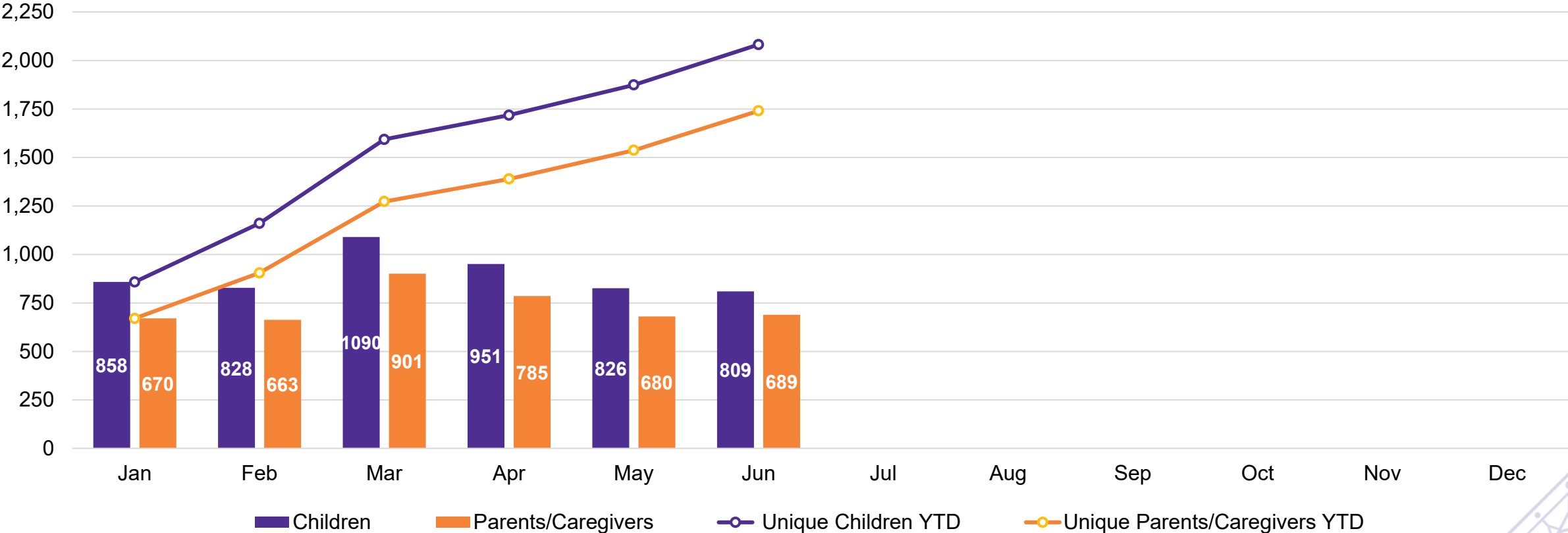
**Total Waitlist Trends by Program: 2025**



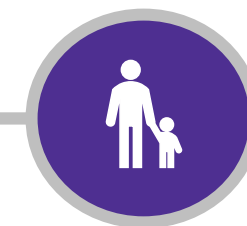
# Child Care and Early Years: EarlyON



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



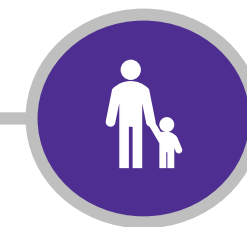
# Child Care and Early Years: EarlyON



EarlyON Site	Location	Total Visits (Children)	Total Visits (Parent-Caregiver)
Abiinojiishiik-amino-yawook EarlyON Child and Family Centre	Thunder Bay	442	318
Anishnawbe Mushkiki	Thunder Bay	632	649
Bingwi Neyaashi Anishinaabek EarlyON Centre	Thunder Bay	56	98
Brass Bell Family Resource Centre	Manitouwadge	144	145
Brass Bell Family Resource Centre	Nipigon	156	83
Brass Bell Family Resource Centre	Schreiber	210	188
Brass Bell Family Resource Centre	Terrace Bay	42	51
Brass Bell Family Resource Centre	Dorion	137	140
Brass Bell Family Resource Centre	Red Rock	117	121
Centre Grandir en Francais	Thunder Bay	42	73
Children and Family Centre - Confederation College Campus	Thunder Bay	56	49



# Child Care and Early Years: EarlyON



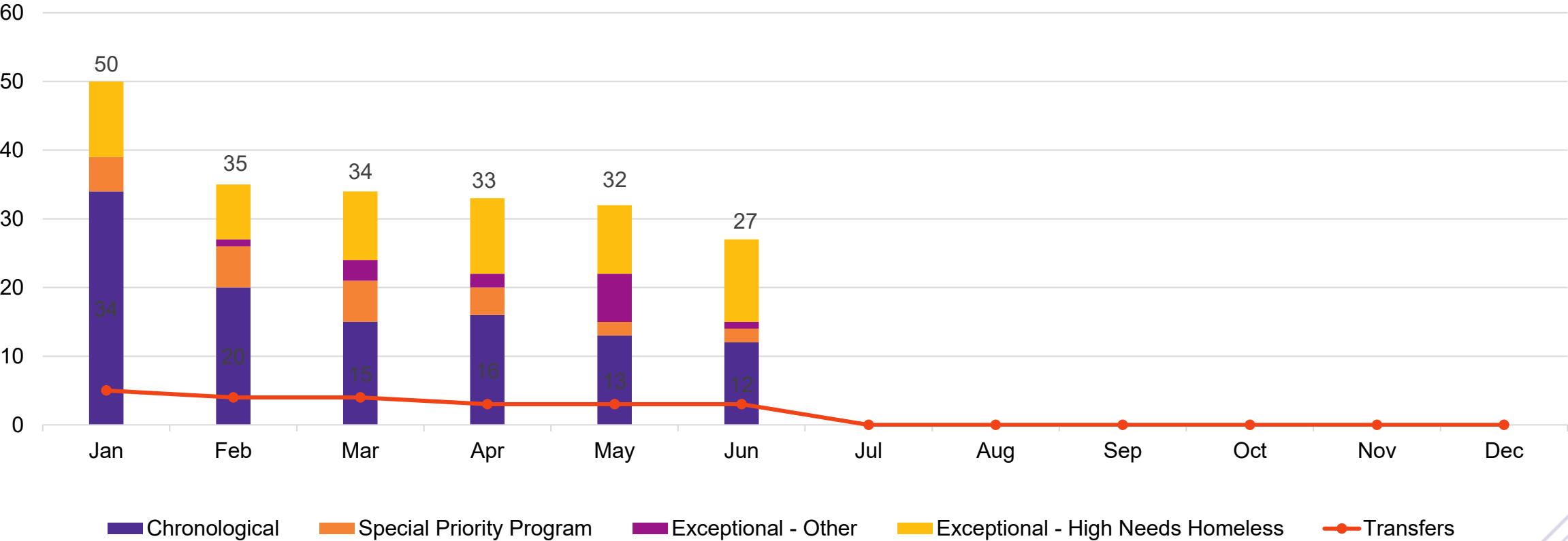
EarlyON Site	Location	Total Visits (Children)	Total Visits (Parent-Caregiver)
Children and Family Centre - Algonquin Public School	Thunder Bay	555	613
Children and Family Centre - Our Lady of Charity Catholic School	Thunder Bay	389	412
Communities Together for Children (Northwood)	Thunder Bay	1012	1148
Early Years Community Site - Intercity Mall	Thunder Bay	623	750
EarlyON Child and Family - Gorham And Ware School	Lappe	24	20
EarlyON Child and Family - Whitefish Valley School	Kakabeka	15	13
EarlyON Child and Family Centre	Murillo	248	208
Greenstone EarlyON	Geraldton	129	132
Marathon Children and Family Centre	Marathon	60	52
Thunderbird Child and Family Centre	Longlac	59	54
Waabogonee EarlyON Centre	Thunder Bay	213	275



# Housing: Applicants Housed



Total Number of Applicants Housed Per Month

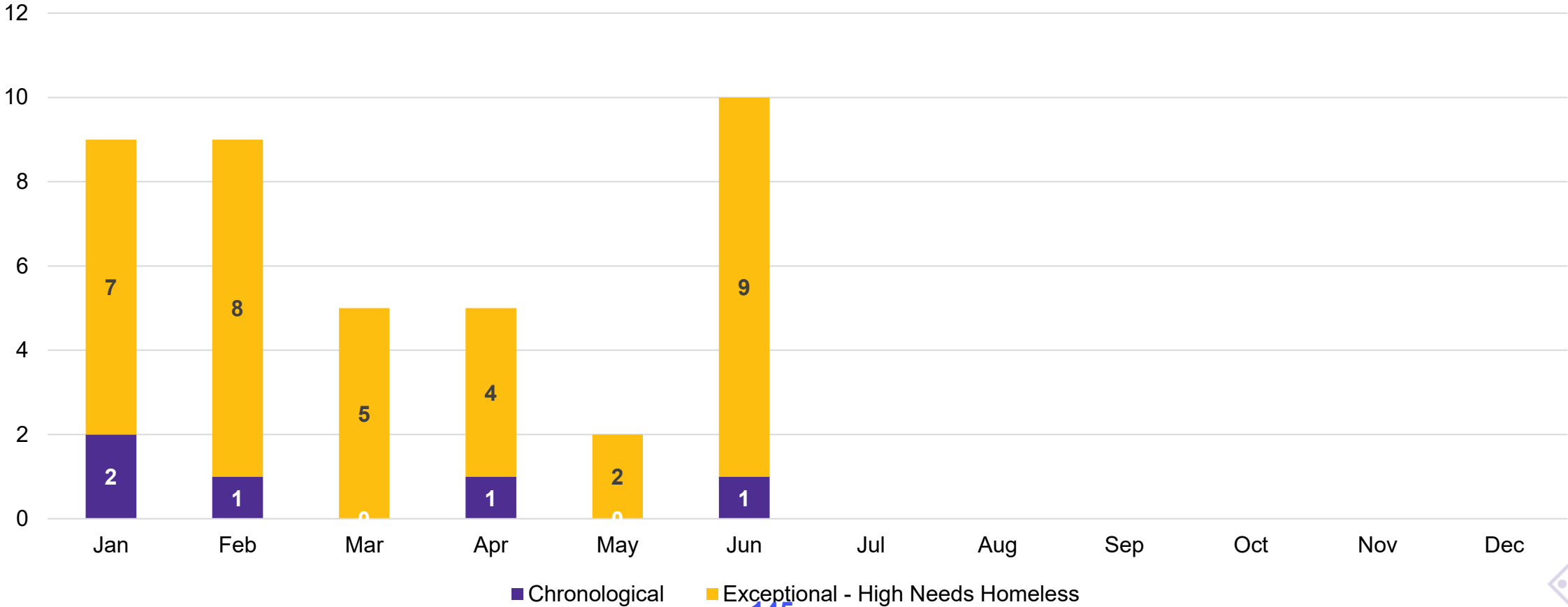




# Transitional & Supportive Housing: Applicants Housed



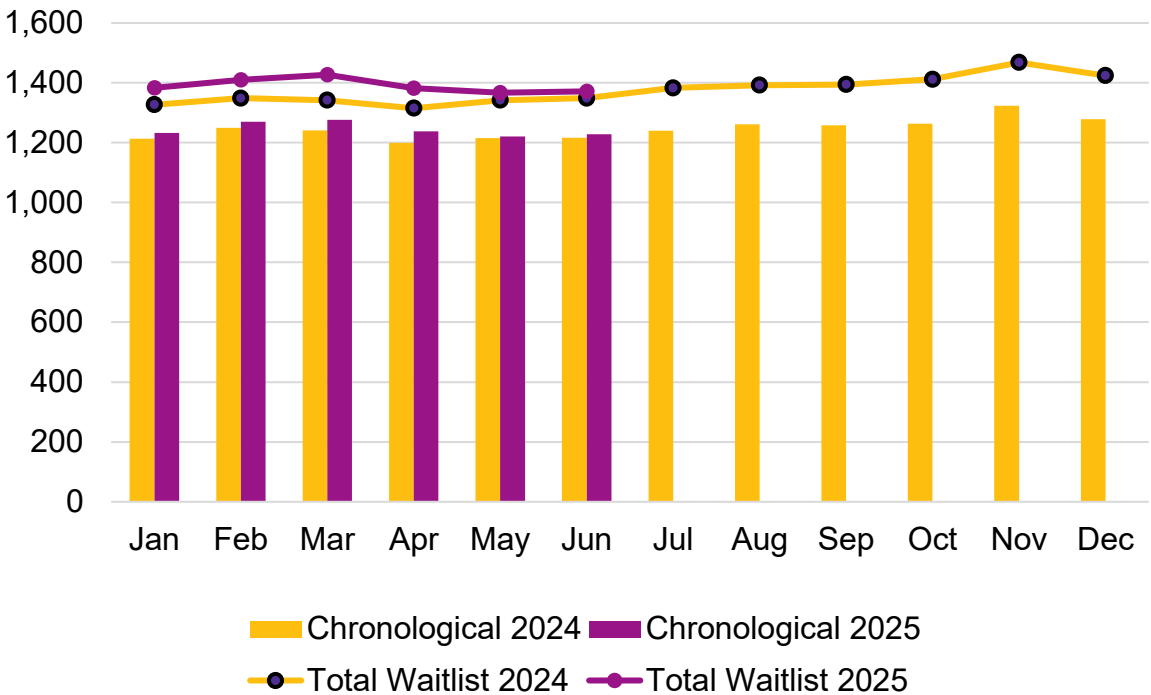
Total Number of Applicants Housed Through Transitional and Supportive Housing



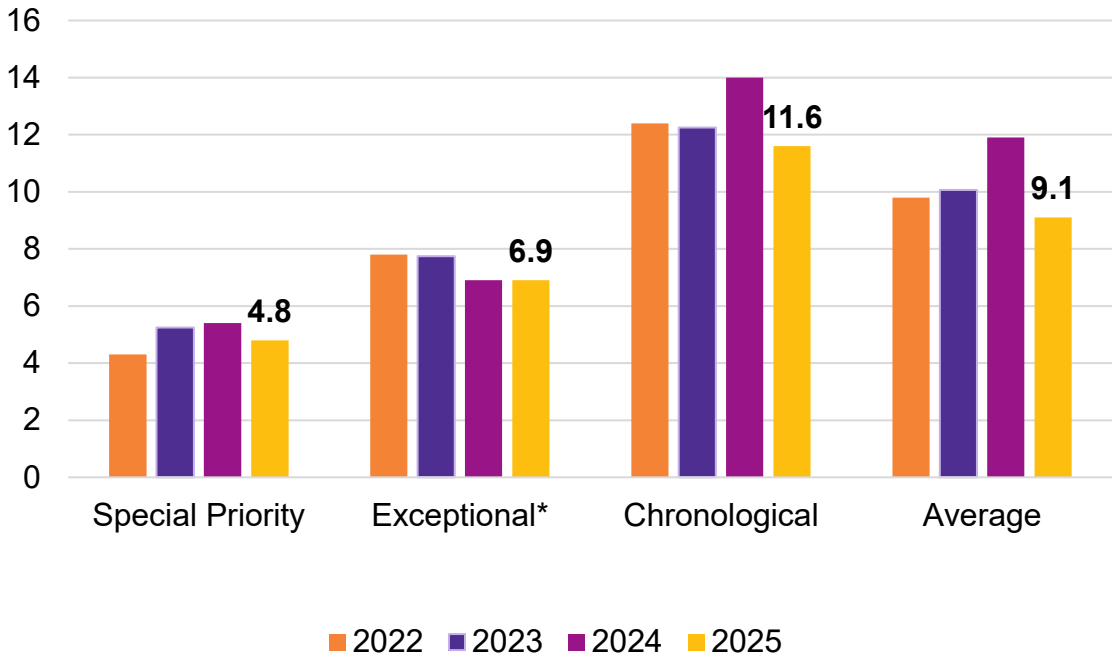
# Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months



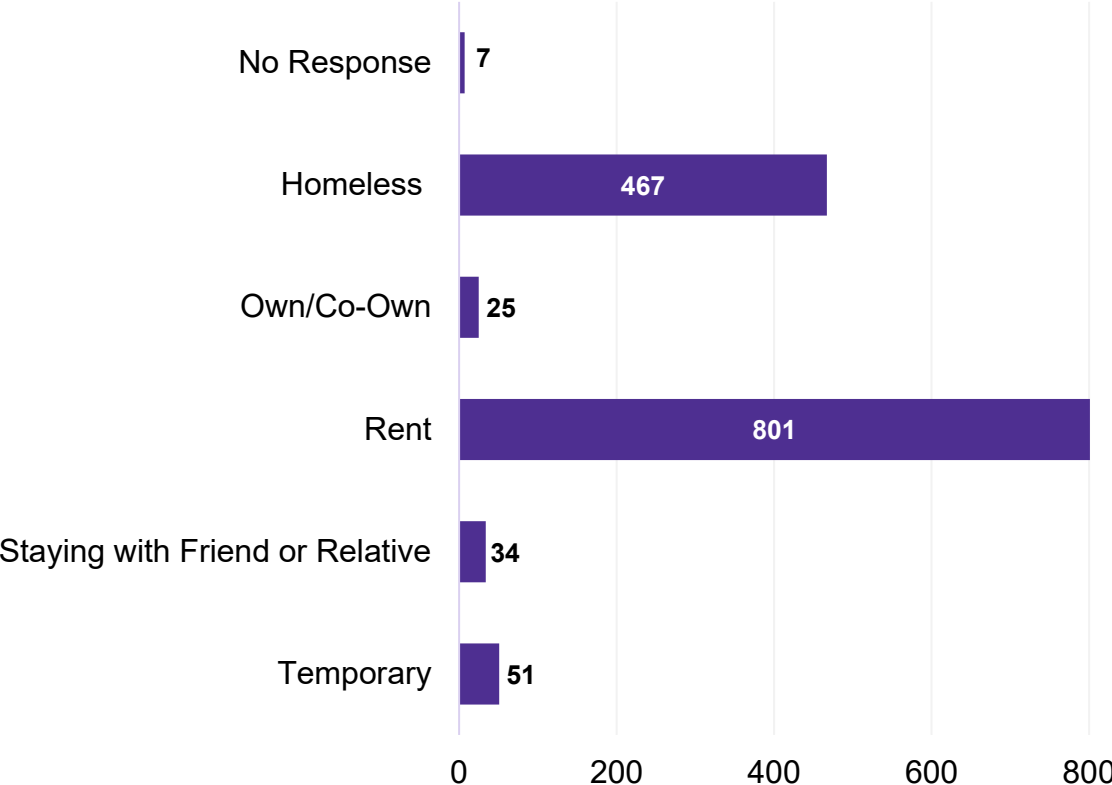
\*Exceptional = Medical + Family Reunification + High Needs Homeless Priority



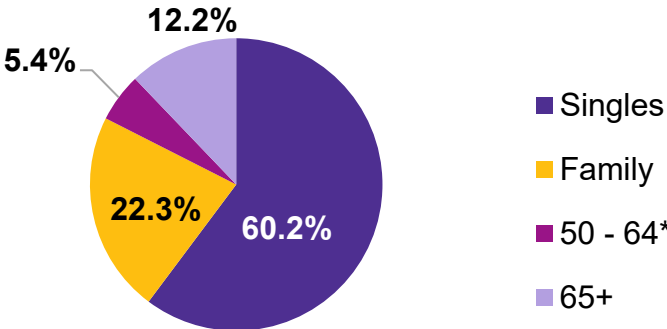
# Housing: Applicants' Data



Current Housing Status of Applicants, as at end of Q2<sup>1,2</sup>

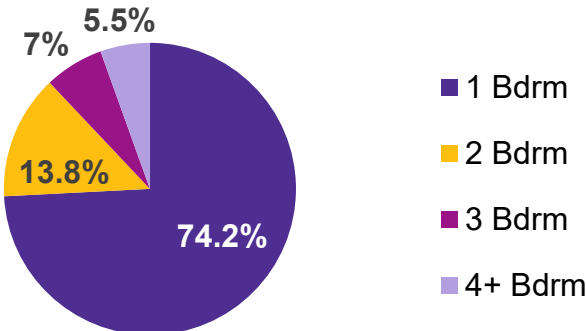


Household Type Demand, as at end of Q2



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

Unit Type Demand, as at end of Q2



<sup>1</sup>This is head of household information.

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



# Housing: Emergency Shelter Use



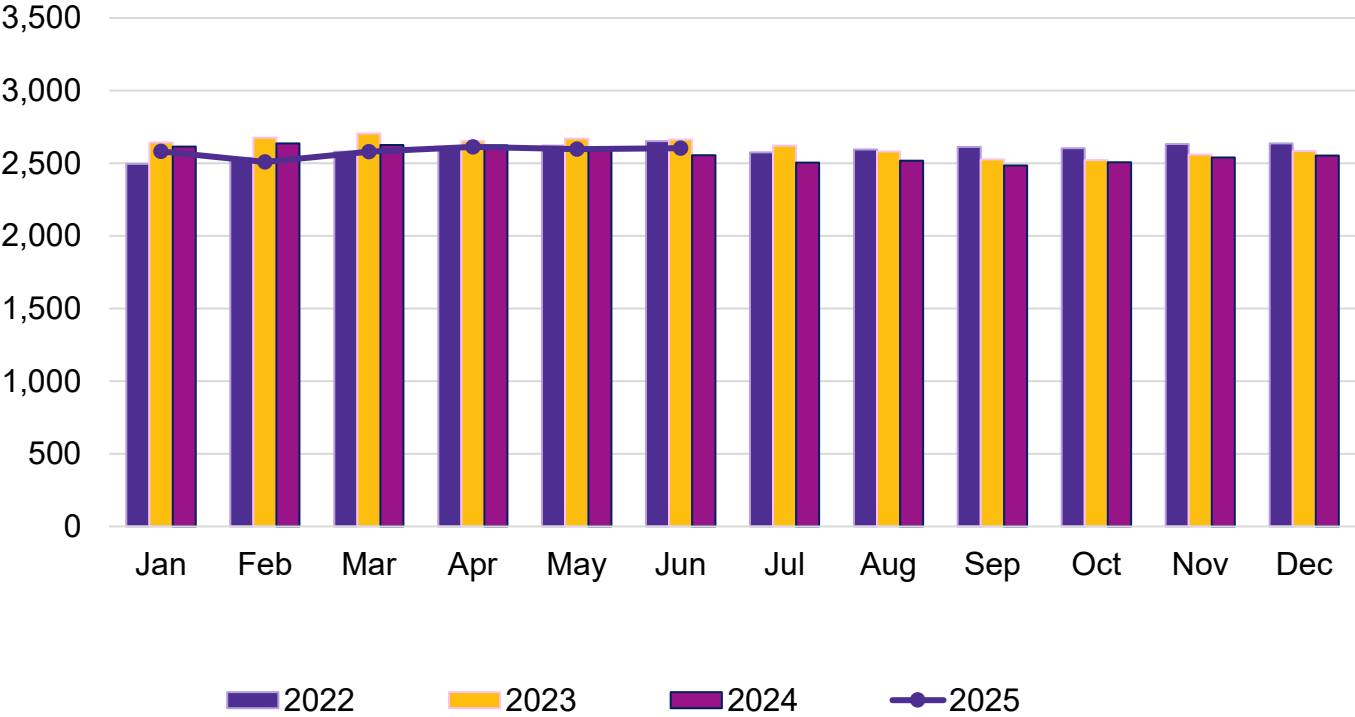
Emergency Shelter	Max Beds	April Average Usage	May Average Usage	June Average Usage
Shelter House	72	62	68	61
Salvation Army	41	35	31	29
Urban Abbey Women's Shelter	20	6	11	7
Urban Abbey Overflow <sup>1</sup>	20	16	-	-
Grace Place Out of the Cold	35	22	-	-



# Ontario Works: Caseload



OW Caseload<sup>1</sup>



Number of Cases at end of Q2	
OW Caseload	2603
Temp Care Cases	163
ODSP Caseload <sup>2</sup>	45



# Ontario Works: Caseload Profiles



## Demographic Information

Cases<sup>1</sup> (Monthly Average) by Family Structure

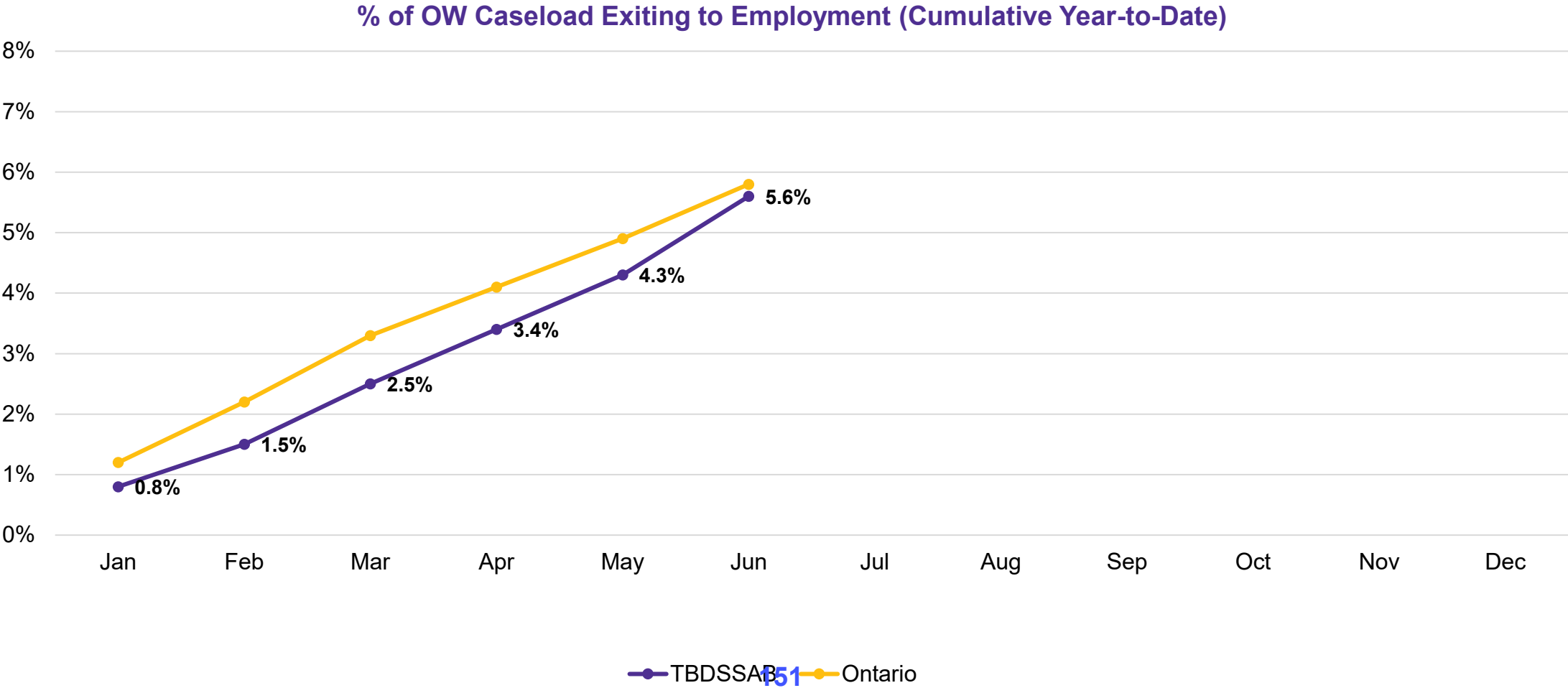
Family Structure	Year			
	2022	2023	2024	2025
Singles without children	1,685	1,702	2009	2111
Singles with children	792	809	790	750
Couples without children	29	28	25	30
Couples with children	90	78	85	96
All Cases <sup>2</sup>	2,596	2,618	2,909	2,987

Active Adults (Monthly Average) by Level of Education

Level of Education	Year			
	2022	2023	2024	2025
Grade 1-8	154	144	111	102
Grade 9-11	1,169	1,108	968	844
Grade 12-13	796	802	827	801
Post Secondary	413	412	409	416
All Adults <sup>2</sup>	2,533	2,466	2,315	2,163



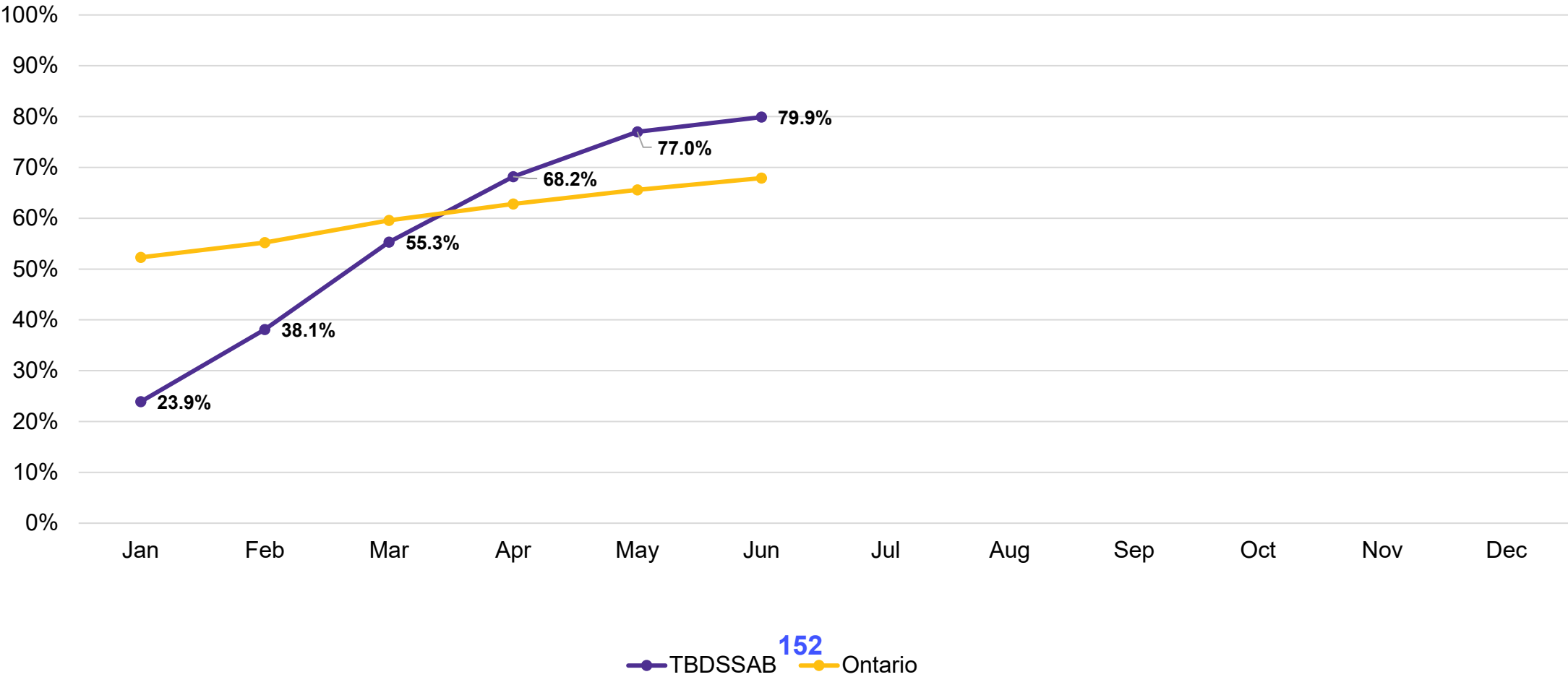
# Ontario Works: Employment Assistance Services



# Ontario Works: Employment Assistance Services



% of OW Clients\* that have Created a Social Assistance Action Plan (Cumulative Year-to-Date)

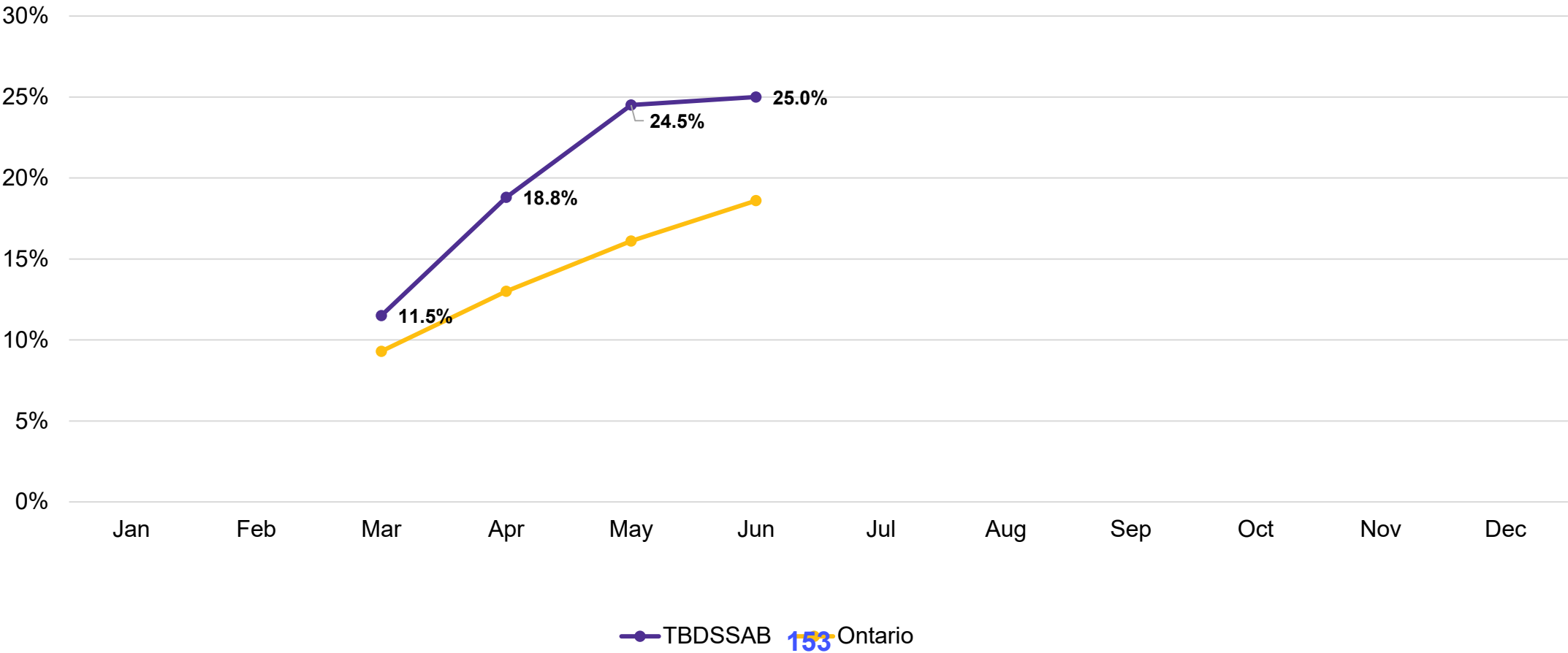




# Ontario Works: Employment Assistance Services



% of OW Clients\* that are Referred to Employment Ontario (Cumulative Year-to-Date)



# TBDSSAB Quarterly Operational Report

2nd Quarter Operational Report

April 1<sup>st</sup> – June 30<sup>th</sup>, 2025



Wednesday, August 13, 2025

Ken Ranta, CEO  
The District of Thunder Bay Social Services Administration Board  
[Ken.Ranta@tbdssab.ca](mailto:Ken.Ranta@tbdssab.ca)

**Re: The District of Thunder Bay Social Services Administration Board - Advocacy**

Please be advised that the following resolution was adopted by Committee of the Whole at its meeting held on August 11, 2025 and subsequently ratified by City Council the same evening:

WITH RESPECT to the Memorandum from Councillor Brian Hamilton, Chair – District of Thunder Bay Social Services Administration Board (TBDSSAB), dated July 28, 2025, we recommend that the following Position Papers:

- Child Care Workforce Development RECE Wage Structure
- COCHI & OPHI Investment in the District of Thunder Bay
- Community Housing Providers Challenges in LTB Application Processes
- 2-Year Community Policing Pilot Project
- Developing Supporting Housing Stock

as attached to this memorandum, be endorsed in their entirety;

AND THAT a copy of this resolution be sent to the TBDSSAB, Minister Rob Flack – Ministry of Municipal Affairs and Housing; Deputy Premier and Minister of Health Sylvia Jones – Ministry of Health; and Minister Michael Parsa – Ministry of Children, Community and Social Services;

AND THAT any necessary by-laws be presented for ratification.

Should you have any further questions relative to the above, please do not hesitate to contact the undersigned.

Yours sincerely,



Krista Power  
Director of Legislative Services & City Clerk

Cc:  
TBDSSAB

Minister Rob Flack – Ministry of Municipal Affairs and Housing  
Deputy Premier and Minister of Health Sylvia Jones – Ministry of Health  
Minister Michael Parsa – Ministry of Children, Community and Social Services



## COUNCIL RESOLUTION

Resolution No.: 226-25

Date: Jul 8, 2025

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Council hereby receives the 2025 Thunder Bay District Social Services Administration Board AMO Position Papers;

AND FURTHER THAT Council endorses the following Position Papers:

- #1 Child Care Workforce Development RECE Wage Structure
- #2 COCHI & OPHI Investment in the District of Thunder Bay
- #3 Community Housing Providers Challenges in LTB Application Processes
- #4 2-Year Community Policing Pilot Project
- #5 Developing Supportive Housing Stock

AND THAT Council directs the Clerk to forward this resolution to the Chief Executive Officer of the District of Thunder Bay Social Services Administration Board, and the same be filed in the Clerk's Office.

☒ **Carried**

☐ **Defeated**

☐ **Amended**

☐ **Deferred**

\_\_\_\_\_  
Signature

Municipality of Shuniah, 420 Leslie Avenue, Thunder Bay, Ontario, P7A 1X8

**MEMORANDUM**

**TO:** Agencies, Boards, & Commissions

**FROM:** John Collin, City Manager

**DATE:** August 27, 2025

**SUBJECT:** 2026 Operating Budget Direction Submission Request

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At the August 11, 2025, Committee of the Whole meeting, Administration presented the 2026 Budget Directions Report which included the proposed municipal tax levy increase of no more than 2.6% for services directly controlled by the City. The decision was ratified by City Council on August 25, 2025.

City Departments have been instructed to submit proposed 2026 budgets that include net operating cost increases of no more than 2.6%. It is going to be extremely challenging for the City to achieve this mandate.

I appreciate the fiscal restraint your organization has shown in prior years; this year will continue to be a challenging budget to prepare. It is essential to maintain affordability for existing residents and businesses in order to attract new growth opportunities to the City.

I am strongly encouraging all of our Service Partners to do their best to limit 2026 increases in line with the 2.6% mandate.

I appreciate your efforts and I look forward to our continued work together.

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto (Ontario) M7A 2J3  
Tél. : 416 585-7000



234-2025-2423

July 18, 2025

Board Chair Brian Hamilton  
Thunder Bay DSSAB  
[Board.chair@tbdssab.ca](mailto:Board.chair@tbdssab.ca)

Dear Board Chair Hamilton:

**Re: 2025-26 Confirmed Funding Allocation for the Homelessness Prevention Program (HPP)**

I am writing to confirm your 2025-26 funding allocation for the Homelessness Prevention Program (HPP) is **\$16,549,000**. This funding reflects our government's ongoing investment in supporting Indigenous Program Administrators (IPAs), Service Managers (SMs) and municipalities in helping vulnerable Ontarians and includes the \$202 million annual increase to HPP and the Indigenous Supportive Housing Program (ISHP) in the 2023 provincial budget, raising total annual funding to close to \$700 million.

Your HPP funding allocation for 2025-26 is consistent with planning allocations communicated to you in 2023. The HPP Transfer Payment Agreement and Program Guidelines are current and continue to apply.

To receive HPP funding, SMs are required to complete and submit an Investment Plan (IP) outlining how the funding allocation would be used to meet program objectives and outcomes. The IP template is available in the Transfer Payments Ontario (TPON) online system where completed plans must also be submitted. Please submit your IP in TPON no later than August 18, 2025.

To support stronger financial accountability, risk management and transparency, starting in 2025-26, SMs are required to submit to the Ministry signed copies of all service agreements entered into with service providers as well as detailed breakdowns of administrative expenses by eligible funding category. The ministry will be providing further information on these new program reporting requirements over the course of the year. Additional financial accountability measures are also being developed for the 2026-27 fiscal year.

Please reach out to your appropriate program-level contact on my team if you have any questions about these requirements.

To help support effective oversight and risk management of HPP by the ministry, beginning in fiscal 2025-26, SMs will be required to report:

**On a monthly basis, aggregate information about the number of individuals moved from encampments to emergency shelters; the number moved into housing, and the number of new emergency shelter spaces created.**

This reporting is in addition to the previously communicated HPP reporting requirements and supplements the existing monthly HPP Shelter and Encampment Survey that SMs are already required to complete. Further details will be included as part of the monthly survey process. As before, updates will be required monthly by the 15th of each following month.

Again, we sincerely appreciate your efforts to support vulnerable individuals in your communities and to keep people safe. I look forward to collaborating with you as we continue to deliver this important program.

Sincerely,



Hon. Robert J. Flack  
Minister of Municipal Affairs and Housing

- c. Ken Ranta, Chief Executive Officer, Thunder Bay DSSAB
- Robert Dodd, Chief of Staff, Minister's Office, Municipal Affairs and Housing (MMAH)
- Martha Greenberg, Deputy Minister (MMAH)
- Sean Fraser, Assistant Deputy Minister, Municipal and Housing Operations (MMAH)
- Tanisha Lewis, Director, Housing Programs Branch (MMAH)