



Memorandum

Date: November 30, 2025
To: Members of the Board
From: Ken Ranta, CEO
Subject: **Board Annual Effectiveness Evaluation**

As part of the Board's 2024-2027 Strategic Plan, the Board established a Practical Vision statement that includes:

Organizational excellence demonstrated through leadership in advocacy, compassion and understanding, financial stewardship, and a dynamic workforce.

This excellence includes ensuring that the Board is bolstered in its leadership and direction and has the support and training necessary to ensure optimal governance.

In support of this, Board Member Lynch brought forward to Administration the concept of engaging in an annual Board evaluation, to ascertain feedback on the performance of the Board and of each member's own performance. The Board Chair was engaged in this initiative, and through several meetings and drafts, a proposed Board Annual Effectiveness Evaluation was established.

It is proposed that the Board Annual Effectiveness Evaluation be initiated in early 2026, evaluating the 2025 year. It is further proposed that the Board Annual Effectiveness Evaluation be conducted for a three-year period (2026, 2027, 2028) and then evaluated to determine if the objectives of this initiative are being met.

Administration recommends the following resolution be presented to the Board at the December 11, 2025 Board meeting for consideration:

THAT with respect to the Memorandum dated November 30, 2025, we The District of Thunder Bay Social Services Administration Board, approve the draft Board Annual Effectiveness Evaluation as presented;

AND THAT the Board Annual Effectiveness Evaluation be implemented for a 3-year period commencing 2026 and evaluated by the Board in 2028;



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

AND THAT we authorize the Chief Executive Officer to make amendments to the evaluation with respect to housekeeping items, as may be required from time to time.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/gf

Attachment #1 [Draft Board Annual Effectiveness Evaluation](#)



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

Attachment #1
Memo Re Annual Effectiveness Evaluation

BOARD OF DIRECTORS

ANNUAL EFFECTIVENESS EVALUATION

Board members recognize the importance of continuously assessing not only the performance of TBDSSAB, but also their own performance. This annual assessment is one expression of the Board's commitment to providing excellent leadership of the Corporation and ensuring all opportunities for enhancement in Board member participation are explored.

Your participation is voluntary, but you are strongly encouraged to participate to ensure fulsome feedback. Our goal is 100% participation.

This survey is anonymous, confidential and compiled by a non-board member into aggregate data. The anonymous data is to be analyzed in aggregate by the Board for the sole purpose of reporting in summary on board effectiveness. It is also intended to make recommendations, based on members' feedback, to ensure effective governance and stewardship.

As stated in the Governance and Procedural By-law, it is the Board's mandate to provide leadership, which at its core is about motivating and inspiring people to take positive action as follows:

- each Member is to acquire and undertake a full understanding, acceptance and promotion of the Corporation's mission and purpose and adhere to the Board's code of conduct;
- the basic standards of Member participation are to be positive, productive and flexible while respecting the values of the Corporation and to act in the best interests of the Corporation at all times;
- each Member is required to be constructive in their participation and to be respectful to everyone in the Corporation (i.e., debate the issue not the person and respect other people and their ideas);
- every Member has a duty to discourage unseemly, unproductive or disruptive behaviour that is out of line with the generally ordinary principals governing Members and to re-establish, where necessary, the Board's equilibrium;
- all Members should "lead" discussion on the business issues of the Corporation during the meetings of the Board and not outside of Board meetings or in other forums (including social media);
- every Member has a duty to ensure their criticism or comments about the Corporation or the Administration is constructive in its content and be made only through the appropriate channels of the Corporation;
- every Member has a fiduciary duty to the Corporation in the management or supervision of the Corporation's work and to, above all, protect the Corporation by not engaging in unethical behaviour or breaching the rules of conduct as set out in the By-law and policies of the Corporation; and
- every Member shall participate in a monthly Board evaluation process for the purpose of determining and improving the Board's effectiveness, culture, productivity and contribution to the Corporation.

This 10–15 minute survey is designed to focus your reflection on the components of Board effectiveness. It invites you to consider both your practice as a Board member and the Board's work as a whole.

Given that the survey is anonymous and confidential, we encourage you to respond candidly. Broad feedback results will be shared with the Board for review.

Please complete the survey by _____ .

Section 1 – For New Board Members (First Year on the Board) – offer only in first year as a separate survey.

Assessment of Onboarding

1.1 Did you complete the New Board Member Orientation in 202X?

Yes ☐

No ☐

1.2 Please use the scale below to indicate how you feel about the effectiveness of the onboarding process in helping you perform your role as a Board member.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The Orientation Materials helped me to contribute immediately as a new member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.3 What other onboarding support and resources would have helped you as you began your role on the Board?

1.4 Please use the scale below to indicate how you feel about your capacity as a Board member as a result of the onboarding.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I have a sound understanding of the core functions of the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I can easily access resources and critical documents to support me in my role.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understand the mission, vision and strategy of TBDSSAB.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5 What other information do you need as a Board member going forward?

Section 2 – Self Assessment

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
2.1	I am aware of what is expected of me as a board member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2	I have a good attendance record.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.3	I read the minutes, reports and other materials in advance of our board meeting and come to meetings prepared.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.4	I participate in discussions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.5	I support Board decisions once they are made even if I don't agree with them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.6	I am familiar with what is in the corporations by-laws, governing policies and code of conduct and review annually.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.7	If I need more information, I am comfortable asking questions, both at meetings or before/after the meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.8	I maintain the confidentiality of all Board discussions and decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.9	I do not discuss TBDSSAB business in the community or on social media.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.10	I am familiar with the TBDSSAB Board Portal and login regularly to access meeting agendas, resources and information for the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Section 3 – Board Processes and Functions

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
3.1	The Board is proactive in providing guidance and strategic input to the CEO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.2	The Board holds the CEO accountable for results and meeting its commitments and objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3	The Board understands its role as a governance body and avoids discussion on operational matters, both in and out of meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.4	The CEO communicates with the Board in an open, candid and timely manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.5	The CEO and Senior Team are responsive to questions and issues raised by the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.6	I am satisfied with the Board's process for the recruitment, selection and approval of candidates for committees and advisory table positions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.7	I am satisfied that the orientation I received as a new Board member was sufficient and has allowed me to effectively participate as a Board member.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.8	I am satisfied with opportunities for Board member education and training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.9	I am satisfied with the frequency, content, and outcomes of TBDSSAB Board meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.10	I am satisfied that should I request it; I receive adequate feedback as a Board member about my contribution to TBDSSAB.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Section 4 – Board Committees and Advisory Tables

4.1 Are you a member of a Board Committee or Advisory Table?

Yes ☐

No ☐

If you answered "No" to the above question, please proceed to question number 4.6.

If you answered "Yes" to the above question, please complete the questions below for those committees/tables that you are a member of.

4.2 Audit Committee (To be completed by members of the Audit Committee)

For each of the following statements, select the response that most closely reflects your experience.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I find the committee meetings are productive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the communication and support materials I receive for committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunity to participate fully at committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The committee regularly evaluates its own processes and achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The committee functions well and achieves its stated objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.3 Situation Analysis Committee (To be completed by members of the Situation Analysis Committee)

For each of the following statements, select the response that most closely reflects your experience.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I find the committee meetings are productive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the communication and support materials I receive for committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunity to participate fully at committee meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The committee regularly evaluates its own processes and achievements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The committee functions well and achieves its stated objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4 Child Care & Early Years Advisory Table (To be completed by members of the CCEY Advisory Table)

For each of the following statements, select the response that most closely reflects your experience.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I find the table meetings are productive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the communication and support materials I receive for table meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunity to participate fully at table meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The table engages community members to provide information to help inform Board decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The table functions well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

TBDSSAB Board of Directors
Annual Effectiveness Evaluation

4.5 Homelessness Prevention Program Advisory Table (To be completed by members of the HPP Advisory Table)

For each of the following statements, select the response that most closely reflects your experience.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I find the table meetings are productive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am satisfied with the communication and support materials I receive for table meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have opportunity to participate fully at table meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The table engages community members to provide information to help inform Board decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The table functions well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.6 Committee Reporting to Board (To be completed by all Board members)

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
I am satisfied with the communication from the committees on their work, to the Board.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Section 5 – Chair of the Board (To be completed by all Board Members)

		Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
5.1	The Chair is well prepared for the Board meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.2	The Chair ensures that Board members have the information they need to ask the right questions and make informed decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.3	The Chair runs Board meetings in an orderly and efficient manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.4	The Chair encourages Board members to ask questions and express their views at Board meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.5	The Chair allocates sufficient time during Board meetings to discuss each item fully.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.6	The Chair ensures that the Board comes to decisions once agenda items have been discussed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.7	The Chair ensures that Board members are kept informed of the progress TBDSSAB is making in achieving its strategic plan objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5.8	The Chair ensures that Board members' concerns are conveyed to the CEO.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Comments:

Section 6 – Conclusion

6.1 In my view, the most significant achievement of the Board over the past year has been:

6.2 In my view, the most important thing the Board could do to improve its effectiveness is:

6.3 What specific areas of interest do you have for either additional education, training or further engagement with the Board for the coming year?

6.4 Looking ahead, what is one goal that you are going to set for yourself as a Board member in the coming year?

6.5 Do you have any other feedback that you wish to provide?
