



# Memorandum

**Date:** November 20, 2025

**To:** Members of the Board

**From:** Ken Ranta, Chief Executive Officer

**Subject:** **Nomination and Election of 2026 Board Officers, Committee & Table Members**

In accordance with the Governance and Procedural By-law Section 3(1) and (2) and Policy No. BRD-01:62 Board Committees, appointment of the Chair, Vice Chair and appointments to Board Committees and Tables are to be made at the December Meeting and will become effective on January 2, 2026.

In order for all Board members to be considered for nomination, nominations will be called for at the December meeting.

Ken Ranta, Secretary, will call for nominations for the position of Chair of TBDSSAB for the term ending December 31, 2026 in accordance with O. Reg. 278/98 under the District Social Services Administration Board Act.

Ken Ranta, Secretary, will call for nominations for the position of Vice-Chair of TBDSSAB for the term ending on December 31, 2026 as per the TBDSSAB Governance & Procedural By-law.

Ken Ranta, Secretary, will call for nominations for the five Audit Committee positions for the term ending on December 31, 2026.

Ken Ranta, Secretary, will call for nominations for the five Situation Analysis Review Committee positions for the term ending on December 31, 2026.

Ken Ranta, Secretary, will call for nominations for the two Child Care and Early Years Advisory Table positions for the term ending on December 31, 2026.

Ken Ranta, Secretary, will call for nominations for the two Homelessness Prevention Program Advisory Table positions for the term ending on December 31, 2026.



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

Ken Ranta, Secretary, will call for nominations for the two Indigenous Advisory Table positions for the term ending on December 31, 2026.

If more than one Member is interested in an office or position, the Board will vote by secret ballot to select the nominee for the office.

The following Resolution will be presented for the Board's consideration at the December 11, 2025 Board meeting:

THAT effective January 2, 2026 the position of Chair of The District of Thunder Bay Social Services Administration Board for the term ending December 31, 2026, be filled by \_\_\_\_\_;

AND THAT effective January 2, 2026 the position of Vice-Chair of The District of Thunder Bay Social Services Administration Board, for the term ending December 31, 2026, be filled by \_\_\_\_\_;

AND THAT effective January 2, 2026 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Audit Committee, for the term ending December 31, 2026:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_;

AND THAT the Committee Chair be appointed at the first Committee meeting of the year;

AND THAT effective January 2, 2026 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Situation Analysis Review Committee, for the term ending December 31, 2026:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_;

AND THAT the Committee Chair be appointed at the first Committee meeting of the year;



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

AND THAT effective January 2, 2026 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Child Care and Early Years Advisory Table, for the term ending December 31, 2026:

1. \_\_\_\_\_;
2. \_\_\_\_\_;

AND THAT effective January 2, 2026 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Homelessness Prevention Program Advisory Table, for the term ending December 31, 2026:

1. \_\_\_\_\_;
2. \_\_\_\_\_;

AND THAT effective January 2, 2026 the following Members of The District of Thunder Bay Social Services Administration Board be appointed to the Indigenous Advisory Table, for the term ending December 31, 2026:

1. \_\_\_\_\_;
2. \_\_\_\_\_.

Sincerely,

Ken Ranta  
Chief Executive Officer

KR/gf

- Attachment #1 [Board Committee & Advisory Table Policy](#)  
#2 [Terms of Reference – Audit Committee](#)  
#3 [Terms of Reference – Situation Analysis Review Committee](#)  
#4 [Terms of Reference – CCEY Advisory Table](#)  
#5 [Terms of Reference – HPP Advisory Table](#)  
#6 [Terms of Reference – Indigenous Advisory Table](#)

The District of Thunder Bay Social Services Administration Board

**TBDSSAB #BRD-01:62**

**POLICY**

SECTION

**BOARD - GENERAL**

SUBJECT

**BOARD COMMITTEES AND ADVISORY  
TABLES**

**AUTHORITY**

Governance & Procedural By-law No. 03-2021

TBDSSAB Resolution No. 14/110.

TBDSSAB Resolution No. 17/18

**INTENT OF POLICY**

In order to ensure the efficient ongoing operation of the Board and to meet legislated requirements, the following Board Standing Committee will be formed:

Audit Committee

The Board may also establish Special Committees and Advisory Tables by Resolution that would be tasked with specified duties. Committees and Advisory Tables can facilitate the complex work of the Board by making the best use of Board and Staff Member time, allowing more detailed discussion on particular issues, and building of expertise amongst Board Members. Any Board Member may provide feedback to any Board Committee Member to bring forward their input at the Committee or Advisory Table level.

A set of General Committee Rules, outlined in the Procedure, shall be applicable to all Board Committees and Advisory Tables.

Each Committee has a duty to report to the Board, and evaluate its functioning, in accordance with its mandate.

**RELATED POLICIES**

BRD-01:78 Terms of Reference – Audit Committee

BRD-01:97 Terms of Reference – Homelessness Prevention Program Advisory Table

BRD-01:112 Terms of Reference – Child Care and Early Years Advisory Table

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATE(S): 2012Dec10 (Housekeeping – Policy #); 2014Nov27,  
2017Feb23(remove ref to exec and prg ctee) 2021Dec16 Hskpg 2023Nov7  
(Hskpg) Apr29/24 (Hskpg)

PAGE

**1 of 1**

<b>POLICY</b>	SECTION <b>BOARD - GENERAL</b>
	SUBJECT <b>TERMS OF REFERENCE AUDIT COMMITTEE</b>

**AUTHORITY**

Governance and Procedural By-law 03-2021  
BRD-01:62 Board Committee and Advisory Tables  
TBDSSAB Resolution No. 12/95  
TBDSSAB Resolution No. 17/18

**INTENT OF POLICY**

The purpose of the Board's Audit Committee is to meet in order to carry out its mandate related to audit matters of The District of Thunder Bay Social Services Administration Board (TBDSSAB) and Thunder Bay District Housing Corporation (TBDHC) as outlined in this policy, and bring forward recommendations to the Board for approval.

The Board Committees and Advisory Tables Policy BRD-01:62 will be followed in accordance with the formation of Board Standing Committees and the General Committee Rules, Duty to Report, and Committee Evaluation, which are applicable to all Board Committees.

**POLICY****MEMBERSHIP/ STRUCTURE**

- The Audit Committee shall be comprised of five Board members at large.

Staff Members required by the Committee include the Director, Corporate Services Division, Manager, Finance and other staff as required.

The members of the Committee will select one member as Chair of the Audit Committee at the first Committee meeting.

**FREQUENCY OF MEETINGS**

The Audit Standing Committee will meet as required. Meetings will occur prior to the commencement of the audit, once following the completion of the audit, and additional meetings as required to deal appropriately with the Committee's mandate; at the call of the Committee Chair.

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATES(S):Housekeeping: 2012Dec10 (Policy#); 2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format), 2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update) Apr29/24 (Hskpg)

PAGE

**1 of 3**

SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE AUDIT COMMITTEE</b>
-----------------------------------	--

## 1.0 MANDATE OF THE COMMITTEE

- 1.1 Review, with the external auditors, the proposed scope of the current year's audit.
- 1.2 Review and approve the auditor's engagement letter including the audit fee and expenses.
- 1.3 Assess whether appropriate assistance is being provided to the auditors by staff.
- 1.4 Review and ensure that weaknesses detected in the prior year's audit are controlled and determine whether all practical steps have been taken to overcome them.
- 1.5 Inquire about changes in the financial systems and control systems during the year.
- 1.6 Review the integrity and effectiveness of policies regarding the financial operations, systems of internal control and reporting mechanisms of the Board; and ensure that they are in accordance with generally accepted accounting principles and practices.
- 1.7 Inquire into the major financial risks faced by the Board and the appropriateness of related controls to minimize their potential impact.

## 2.0 ANNUAL FINANCIAL STATEMENTS

- 2.1 Receive and review the unaudited and audited financial statements of the TBDSSAB and TBDHC whether interim or year-end; and report to the Board prior to the Board's approval thereof.
- 2.2 Review audited annual financial statements, in conjunction with the report of the external auditor, and obtain an explanation from Management of all significant variances between comparative reporting periods.
- 2.3 Inquire about changes in professional standards or regulatory requirements.
- 2.4 Review the entire annual financial report for consistency with the financial statements.

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATES(S): Housekeeping: 2012Dec10 (Policy#);  
2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format),  
2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update)  
Apr29/24 (Hskpg)

PAGE

**2 of 3**

SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE AUDIT COMMITTEE</b>
-----------------------------------	--

2.5 Recommend approval of the financial statements to the Board.

### 3.0 AUDIT RESULTS

- 3.1 Review the report of the external auditors on the annual financial statements.
- 3.2 Review the external auditor's post-audit or management letter which may document weaknesses in the accounting system or in the internal control systems; and which contain recommendations of the external audit, and management's response and subsequent follow-up to any identified weakness.
- 3.3 Meet privately with the external auditors (without the presence of staff) with regard to the adequacy of the internal accounting controls and similar matters, and review staff responses to ascertain whether there are concerns that should be brought to the Committee's attention.
- 3.4 Review any issues identified by the external auditor in performing the audit, including any restrictions imposed by staff or significant accounting issues on which there was a disagreement with staff, or situations where staff sought a second opinion on a significant accounting issue.
- 3.5 Meet privately with staff to determine whether the external audit was performed in a professional manner, in accordance with the audit engagement letter and any other contractual agreement in place for these services, and to receive Administration's recommendation regarding the appointment or re-appointment of external auditors.

### **Related Policies**

BRD-01:86 Board Committees and Advisory Tables  
 BRD-01:61 Board Members Conflict of Interest  
 BRD-01:82 Remuneration for Board Members  
 BRD-01:103 – Board Members, Non-Members of Board Committees and Advisory Tables Code of Conduct  
 CS-02:85 Travel and Business Expense

Audit Committee Review Date: 2012Aug29

IMPLEMENTATION / BOARD APPROVAL DATE:

**February 23, 2017**

REVISION DATES(S): Housekeeping: 2012Dec10 (Policy#);  
 2013Jan11 (Membership Clarified); 2015Jan11 (Policy# & Format),  
 2017Feb23 (remove Sec/Tres) 2022Feb2 (Bylaw and Policy update)  
 Apr29/24 (Hskpg)

PAGE

**3 of 3**

The District of Thunder Bay Social Services Administration Board

**TBDSSAB #BRD-01:157**

**POLICY**

SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE**

**Situation Analysis Review Ad-hoc  
Committee**

**AUTHORITY**

Governance and Procedural By-law 03-2021  
BRD-01:62 Board Committee and Advisory Tables  
TBDSSAB Resolution No. 23/44.

**INTENT OF POLICY**

The purpose of the Board's Situation Analysis Review Ad-hoc Committee is to meet to carry out its mandate to gather further information and input as needed, review the Proposed Implementation Plan, and bring forward recommendations to the Board for approval.

**POLICY**

**MEMBERSHIP/ STRUCTURE**

The Situation Analysis Review Ad-hoc Committee shall be comprised of five Board members at large.

The members of the Committee will select one member as Chair of the Committee at the first Committee meeting.

The Chief Executive Officer (CEO), Communications and Engagement Officer and the Manager – Human Resources shall provide support to the Committee along with other Staff as determined by the CEO.

**FREQUENCY OF MEETINGS**

The Committee will meet no less than every three months until its mandate is complete or the end of its term, whichever occurs first.

**MANDATE OF THE COMMITTEE**

- 1.1 Review the Situation Analysis: Proposed Implementation Plan from Board Report No: 2023-14 as referred per Res No: 23-32A.

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2023**

REVISION DATES(S): 2024May10 Hskpg

PAGE

**1 of 2**



SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE Situation Analysis Review Ad-hoc Committee</b>
-----------------------------------	---

- 1.2 Receive input from external parties as required to inform the work of the Committee.
- 1.3 Act as representatives on behalf of the Board in liaising with officials and other individuals.
- 1.4 Develop recommendations regarding each item identified in the Proposed Implementation Plan.
- 1.5 Report to the Board to identify the Committee's recommendations in the form of a draft revised implementation plan.
- 1.6 Modify the draft implementation plan should the Board request changes and present a final draft for the Board's approval.

#### **Related Policies**

BRD-01:82 Remuneration for Board Members

The District of Thunder Bay Social Services Administration Board

**TBDSSAB #BRD-01:112**

**POLICY**

SECTION

**BOARD – GENERAL**

SUBJECT

**TERMS OF REFERENCE**

**CCEY ADVISORY TABLE**

**AUTHORITY**

Governance and Procedural By-law 03-2021  
BRD-01:62 Board Committee and Advisory Tables  
TBDSSAB Resolution No. 18/39.

**INTENT OF POLICY**

The purpose of The District of Thunder Bay Social Services Administration Board (TBDSSAB) Child Care and Early Years' Advisory Table is to review the Child Care and Early Years' Service System Plan, and to assist the Board in meeting its obligations under the Ontario Child Care and Early Years' Service System Plan Resource Guide.

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

**POLICY**

**MEMBERSHIP / STRUCTURE**

The composition of the Child Care and Early Years' Advisory Table may include members of the Board, members of District municipal councils, and members of the general public.

The Table shall be comprised of the following membership:

- Two Board Members, appointed by the Board
- One municipal Councillor who is not a current member of the TBDSSAB
- Two or three community members (e.g. Parents / Caregivers)
- Two School Board Early Years Leads
- One EarlyON Child and Family provider Representative
- One Child Care provider Representative
- One Indigenous Representative
- One Francophone Representative
- Director, Integrated Social Services Division
- Manager, Child Care and Early Years Program

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15,2017**

REVISION DATE(S)(Hskpg 2020Dec14) (Bylaw and Policy updates  
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg  
(Rev04/18)

PAGE

**1 of 4**

SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE  
CCEY ADVISORY TABLE**

- One or two front-line staff

The Table shall have a maximum of 16 people and a minimum of 8 people.

Meeting quorum shall be 50% + 1 of the appointed membership.

The Table shall be chaired by the Director – Integrated Social Services.

The Chief Executive Officer shall be an ex-officio member of the Table.

Notice of nominations for the Stakeholders positions will be distributed broadly.

Nominations will be reviewed and selected by the Table Chair in consultation with the Manager and any Board members chosen to sit on the Table.

The Table shall be established for a three-year term.

Continuation of the Table will be at the discretion of the Board at the end of each Term.

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

**FREQUENCY OF MEETINGS**

The Child Care and Early Years' Advisory Table will meet on a semi-annual basis or on an exceptional basis as required, at the discretion of the Chair. Meeting dates will be established to meet the information and reporting requirements of the Board and the Ministry of Education.

Meetings will be held at the TBDSSAB main office building, or via e-meeting platforms, at the discretion of the Chair.

Minutes of the Child Care and Early Years' Advisory Table will be recorded and submitted to the Board as a whole for information only.

**MANDATE OF THE COMMITTEE**

**Knowledge**

- The Table members shall keep abreast of any significant developments in the Child Care and Early Years' sector.

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates  
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg

(Rev04/18)

PAGE

**2 of 4**

SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE  
CCEY ADVISORY TABLE**

- The Table shall be aware of Ontario Child Care and Early Years' Service System Planning Resource from the Ministry of Education.
- The Table shall be made aware of any service system changes as a result of the service system planning.

**Risk Management**

- The Table may be advised of any significant issues arising out of the development of the Child Care Early Years' Service System Plan.

**Proposals**

- The Table may review and provide input on Administration's proposal to the Board regarding the Child Care and Early Years' Service System Plan. The Service System Plan should support the design and improvement of a child care and early years' service system based on the needs, strengths, priorities, and desired outcomes of the community.

**Advocacy**

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

**Research and Development**

- The Table will be kept informed of any stakeholder collaborations being conducted by TBDSSAB Administration to identify areas of strengths and issues and the work to improve on the delivery of Child Care and Early Years Services.
- The Table will review information on research and best practices as it relates to Early Childhood.
- Other matters as delegated to the Table by the Board.

**REMUNERATION**

The Child Care and Early Years' Advisory Table membership shall not be remunerated for their participation and service on the Table. However, if required, members will be reimbursed for travel, meal and accommodation expenses in accordance with the Board's Remuneration Policy.

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates  
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg

(Rev04/18)

PAGE

**3 of 4**

SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE  
CCEY ADVISORY TABLE**

### CONFLICT OF INTEREST

All members of the Child Care and Early Years' Advisory Table are required to declare to the Chair any actual, potential or perceived conflict of interest arising in regard to any matter under discussion by the Table.

### CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

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

- Providing a confidential forum for open discussion that enables broad consideration of a range of issues and options
- Open communication with the broader child care and early years sector
- Opportunities for broader input and engagement on specific issues to enhance the work undertaken by the Table.

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

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

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

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

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

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

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates  
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg

(Rev04/18)

PAGE

**4 of 4**

**TBDSSAB #BRD-01:112**

SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE  
CCEY ADVISORY TABLE**

**RELATED POLICIES AND PROCEDURES**

BRD-01:61 Board Members Conflict of Interest

BRD-01:82 Remuneration for Board Members

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

CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:

**March 15, 2018**

REVISION DATE(S): (Hskpg 2020Dec14) (Bylaw and Policy updates  
2022Feb2) (2023Dec7-Hskpg) 2024Apr29 Hskpg

(Rev04/18)

PAGE

**5 of 4**

<b>POLICY</b>	SECTION <b>BOARD – GENERAL</b>
	SUBJECT <b>TERMS OF REFERENCE - HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE</b>

**AUTHORITY**

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

**INTENT OF POLICY**

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

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

**POLICY****MEMBERSHIP / STRUCTURE**

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

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

---

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

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

SECTION <b>BOARD - GENERAL</b>	SUBJECT <b>TERMS OF REFERENCE HOMELESSNESS PREVENTION PROGRAM ADVISORY TABLE</b>
-----------------------------------	---

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

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

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

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

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

### FREQUENCY OF MEETINGS

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

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

### MANDATE OF THE COMMITTEE

#### **Knowledge**

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

#### **Risk Management**

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

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

PAGE

**2 of 4**



SECTION

**BOARD - GENERAL**

SUBJECT

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

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

**Proposals**

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

**Advocacy**

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

**Research and Development**

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

**REMUNERATION**

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

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

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

PAGE

**3 of 4**

SECTION

**BOARD - GENERAL**

SUBJECT

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

CONFLICT OF INTEREST

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

CONFIDENTIALITY, COMMUNICATIONS, CONSULTATIONS AND ACCESS TO INFORMATION

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

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

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

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

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

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

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

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

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

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

PAGE

**4 of 4**

**TBDSSAB #BRD-01:97**

SECTION

**BOARD - GENERAL**

SUBJECT

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

**RELATED POLICIES AND PROCEDURES**

BRD-01:61 Board Members Conflict of Interest

BRD-01:82 Remuneration for Board Members

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

CS-02:85 Travel and Business Expense

IMPLEMENTATION / BOARD APPROVAL DATE:

**April 20, 2017**

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

PAGE

**5 of 4**

**POLICY**

CATEGORY/SECTION

**BOARD - GENERAL**

SUBJECT

**TERMS OF REFERENCE INDIGENOUS  
ADVISORY TABLE**

**AUTHORITY**

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

**INTENT OF POLICY**

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.

**POLICY**

**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.

IMPLEMENTATION / BOARD APPROVAL DATE:

**September 19, 2025**

REVISION DATE(S):

PAGE

**1 of 5**

CATEGORY/SECTION	SUBJECT
<b>BOARD – GENERAL</b>	<b>TERMS OF REFERENCE INDIGENOUS ADVISORY TABLE</b>

- 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:

<b>CATEGORY/SECTION</b> <b>BOARD – GENERAL</b>	<b>SUBJECT</b> <b>TERMS OF REFERENCE INDIGENOUS ADVISORY TABLE</b>
---	---

- 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;
- 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.

IMPLEMENTATION / BOARD APPROVAL DATE:

**September 18, 2025**

REVISION DATE(S):

PAGE

**3 of 5**

CATEGORY/SECTION	SUBJECT
<b>BOARD – GENERAL</b>	<b>TERMS OF REFERENCE INDIGENOUS ADVISORY TABLE</b>

- 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 Travel and Business Expense 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

CATEGORY/SECTION	SUBJECT
<b>BOARD – GENERAL</b>	<b>TERMS OF REFERENCE INDIGENOUS ADVISORY TABLE</b>

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.

### **RELATED POLICIES**

BRD-01:61 Board Members Conflict of Interest  
BRD-01:82 Remuneration for Board Members  
BRD-01:103 Board Members, Non-Board Members of Board Committees and Advisory Tables Code of Conduct  
CS-02:85 Travel and Business Expense

### **RELATED PROCEDURES**

### **FORMS**