



MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 19/2025  
OF  
THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

---

**DATE OF MEETING:** December 11, 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  
Ken Boshcoff  
Anne-Marie Bourgeault  
Meghan Chomut  
Gordon Cuthbertson  
Chris Eby  
Kasey Etreni  
Brian Hamilton  
Kathleen Lynch  
Elaine Mannisto  
Jim Moffat  
Dominic Pasqualino  
Jim Vezina

**OFFICIALS:**

Ken Ranta, Chief Executive Officer  
Crystal Simeoni, Director, Integrated Social Services Division  
Richard Jagielowicz, Director, Corporate Services Division  
Shari Mackenzie, Manager, Human Resources  
Aaron Park, Manager, Housing & Homelessness Programs  
Michelle Wojciechowski, Manager, Intake & Eligibility  
Tomi Akinyede, Supervisor, Research & Social Policy  
Carole Lem, Communications & Engagement Officer  
Glenda Flank, Recording Secretary

**REGRETS:**

Greg Johnsen

---

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

**BOARD MEETING**

DISCLOSURES OF INTEREST

**NEW BUSINESS**

Chris Eby, Board Member requested that an item of new business be added to the Closed Session Agenda, regarding Board Member use of Social Media. On consensus, the matter to be added to the December Closed Session Agenda.

**CONFIRMATION OF BOARD MEETING AGENDA**

Resolution No. 25/85

Moved by: Kasey Etreni  
Seconded by: Gordon Cuthbertson

THAT with respect to the agenda for the Board Regular Session meeting of The District of Thunder Bay Social Services Administration Board for December 11, 2025, we approve the agenda as presented;

AND THAT we approve any additional information and new business.

CARRIED

**MINUTES OF PREVIOUS MEETINGS**

**Board Meetings**

Minutes of Meeting No. 17/2025 (Regular Session) and Meeting No. 18/2025 (Closed Session) of TBDSSAB held on November 20, 2025 were presented for confirmation.

Resolution No. 25/86

Moved by: Kathleen Lynch  
Seconded by: Jim Moffat

THAT the Minutes of Meeting No. 17/2025 (Regular Session) and Meeting No. 18/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on November 20, 2025, respectively, be confirmed.

CARRIED

## DEPUTATION/PRESENTATION

### OrgCode Housing and Homelessness Presentation

Iain De Jong, President and CEO, Tracy Flaherty-Willmott, Vice-President and Marina Sloutsky, Senior Associate, OrgCode Consulting Inc. were present to provide a presentation regarding research done relative to housing and homelessness solutions in the District of Thunder Bay. A copy of the presentation was provided at the meeting.

Tomi Akinyede, Supervisor, Research & Social Policy provided a brief introduction to the research requested.

Iain De Jong, President and CEO provided background information regarding OrgCode Consulting Inc. and responded to questions.

Tracy Flaherty-Willmott, Vice-President provided an overview of the scope of the project and responded to questions.

Iain De Jong, President and CEO provided an overview of the approach and methodology and responded to questions.

At 10:54 a.m. Meghan Chomut, Board Member left the meeting.

At 11:03 a.m. Iain DeJong, President and CEO left the meeting.

Tracy Flaherty-Willmott, Vice-President provided an overview of the research done, purpose of the recommendations, ways to strengthen system responses, estimating demands for support needs, ways to enhance community engagement and responded to questions.

Marina Sloutsky, Senior Associate provided an overview of housing-focused encampment response, standardizing service pathways, aligning community resources and responded to questions.

Tracy Flaherty-Willmott, Vice-President provided an overview of the increased capacity for complex needs, ways to strengthen community housing options and responded to questions.

At 11:23 a.m. Tracy Flaherty-Willmott and Marina Sloutsky, OrgCode Consulting and Aaron Park, Manager, Housing & Homelessness Programs, Michelle Wojciechowski, Manager, Intake & Eligibility and Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

A brief discussion was held and Ken Ranta, CEO and Crystal Simeoni, Director, Integrated Social Services Division responded to questions.

At 11:27 a.m. Ken Boshcoff, Board Member left the meeting.

## REPORTS OF ADMINISTRATION

### Proposed 2026 Operating & Capital Budget

Report No. 2025-46, (Corporate Services Division) was presented to the Board providing the proposed 2026 Operating and Capital Budget.

Ken Ranta, CEO responded to questions.

### Resolution No. 25/87

Moved by: Jim Vezina  
Seconded by: Albert Aiello

THAT with respect to Report No. 2025-41 and Report No. 2025-46 (Corporate Services Division), we, The District of Thunder Bay Social Services Administration Board (the Board), approve the proposed 2026 Operating Budget in the amount of \$133,091,900, as presented in Report No. 2025-46;

AND THAT we, the Board, approve the proposed 2026 Capital Budget in the amount of \$2,915,000, as presented in Report No. 2025-41, with up to \$2,720,000 financed from the Housing Portfolio Capital Reserve Fund, and up to \$195,000 financed from the Office Building Capital Reserve Fund;

AND THAT \$228,300 be transferred from Operations to the Office Building Reserve Fund;

AND THAT \$320,000 be transferred from the Early Years Reserve Fund to the Levy Stabilization Reserve Fund;

AND THAT up to \$325,000 for expenditures within the Direct Owned Housing portfolio and \$30,000 for consulting services to finalize the development of the beautification, security, and environmental design study be financed by the Levy Stabilization Reserve Fund;

AND THAT up to \$10,000 of costs related to end of community housing operating agreements be financed from the Community Housing Reserve Fund;

AND THAT \$3,306,400 be transferred from Operations to the Housing Portfolio Capital Reserve Fund, and up to \$1,215,000 for expenditures of a capital nature related to tenant move-out, accessibility modification, and extensive repairs where an insurance claim is not appropriate be financed from the Housing Portfolio Capital Reserve Fund;

AND THAT we approve the reconciliation adjustments for the Budget presentation in the 2026 Audited Financial Statements, as presented in Report No. 2025-46;

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

CARRIED

Nipigon Direct-Owned Housing  
Property Options Update

Report No. 2025-47, (Corporate Services Division) was presented to the Board providing an updated report for the direct-owned properties in Nipigon, Ontario that are currently vacant and undeveloped.

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

At 11:45 a.m. Anne-Marie Bourgeault, Board Member left the meeting.

Child Care Capital Agreement

Report No. 2025-48, (Corporate Services Division) was presented to the Board providing the recommended template for Child Care Capital Agreements for the expansion of child care spaces.

Resolution No. 25/88

Moved by: Elaine Mannisto  
Seconded by: Kathleen Lynch

THAT with respect to Report No. 2025-48 (Corporate Services Division), we The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board), approve the new Child Care Capital Agreement template for the Child Care and Early Years program.

AND THAT we authorize the Chief Executive Officer to make amendments to this Agreement template with respect to housekeeping items, as may be required from time to time;

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

CARRIED

**TBDSSAB Presentations to Municipal Councils - Revised**

Revised Memorandum from Kasey Etreni, Board Member, dated November 28, 2025 was presented to the Board providing information and revised draft policy regarding presentations to Municipal Councils.

Kasey Etreni, Board Member provided a brief background relative to the request for a policy to be developed.

**Resolution No. 25/89**

Moved by: Kasey Etreni  
Seconded by: Dominic Pasqualino

THAT with respect to the revised Memorandum dated November 28, 2025 from Kasey Etreni, Board Member, we The District of Thunder Bay Social Services Administration Board, approve the Municipal Presentations policy, as presented, that provides for presentations to municipal councils within its jurisdiction upon request;

AND THAT the policy defines scheduling of such presentations be coordinated in advance, with sufficient notice, and in a format agreeable to both parties;

AND THAT we authorize the Chief Executive Officer to make amendments to the policy with respect to housekeeping items, including titles, program and similar changes, as may be required from time to time.

**CARRIED**

**Board Annual Effectiveness Evaluation**

Memorandum from Ken Ranta, CEO, dated November 30, 2025 was presented to the Board providing information and recommended draft Board Annual Effectiveness Evaluation form.

**Resolution No. 25/90**

Moved by: Elaine Mannisto  
Seconded by: Jim Moffat

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;

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.

CARRIED

Nominations Process for 2026 Board  
Executive, Committee & Tables

Memorandum from Ken Ranta, CEO dated November 20, 2025 was presented to the Board providing information on the nomination and election process and requesting nominations for the Executive, Committee and Table positions for 2026.

Ken Ranta, CEO provided a brief overview of the requirements for the positions on the Executive, Committees and Tables.

Ken Ranta, CEO called for nominations for the position of Chair. Brian Hamilton and Jim Vezina were nominated and accepted the nominations for Chair. Jim Moffat was nominated and declined the nomination. There were no further nominations for the position of Chair. A vote was held by secret ballot and Jim Vezina was appointed as Chair.

Ken Ranta, CEO called for nominations for the position of Vice-Chair. Jim Moffat and Kathleen Lynch were nominated and accepted the nominations for the position of Vice Chair. There were no further nominations. A vote was held by secret ballot and Kathleen Lynch was appointed as Vice-Chair.

Ken Ranta, CEO called for members for the Audit Committee. Kasey Etreni, Kathleen Lynch, Albert Aiello, Anne-Marie Bourgeault and Dominic Pasqualino were nominated and accepted the nomination. There were no further nominations.

Ken Ranta, CEO called for members for the Situation Analysis Review Committee. Kasey Etreni, Chris Eby, Gordon Cuthbertson, Elaine Mannisto and Don Smith were nominated and accepted the nomination. There were no further nominations.

Ken Ranta, CEO called for members for the Child Care and Early Years Advisory Table. Elaine Mannisto and Kathleen Lynch were nominated and accepted the nomination. There were no further nominations.

Ken Ranta, CEO called for members for the Homelessness Prevention Program Advisory Table. Brian Hamilton, Chris Eby and Greg Johnsen were nominated and accepted the nominations. There were no further nominations. A vote was held by secret ballot and Brian Hamilton and Chris Eby were appointed to the HPP Advisory Table.

Ken Ranta, CEO called for members for the Indigenous Advisory Table. Kasey Etreni and Dominic Pasqualino were nominated and accepted the nomination. There were no further nominations.

Resolution No. 25/91

Moved by: Elaine Mannisto  
Seconded by: Albert Aiello

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 Jim Vezina;

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 Kathleen Lynch;

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. Kasey Etreni
2. Albert Aiello
3. Anne-Marie Bourgeault
4. Kathleen Lynch
5. Dominic Pasqualino;

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. Kasey Etreni
2. Chris Eby
3. Gordon Cuthbertson
4. Elaine Mannisto
5. Don Smith;

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 Child Care and Early Years Advisory Table, for the term ending December 31, 2026:

1. Kathleen Lynch
2. Elaine Mannisto;

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. Brian Hamilton
2. Chris Eby;

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. Kasey Etreni
2. Dominic Pasqualino.

CARRIED

Proposed 2026 Board Meeting Dates  
and 2027 Inaugural Meeting Date

Memorandum from Ken Ranta, CEO dated November 30, 2025 was presented providing the Board with the proposed Board Meeting dates for 2026 and the 2027 Inaugural meeting.

Ken Ranta, CEO provided clarification regarding the proposed dates.

CORRESPONDENCE

None

BY-LAWS

First and Final Reading

Resolution No. 25/92

Moved by: Kasey Etreni  
Seconded by: Elaine Mannisto

THAT the following By-law be introduced and now be given First and Final Reading, engrossed, signed by the Chair and Chief Executive Officer, sealed and numbered.

1. A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2026.

Explanation: A By-law to adopt The District of Thunder Bay Social Services Administration Board Operating and Capital Budgets for the year 2026.

Authorization: Board Meeting 2025Dec11.

BY-LAW NUMBER 02-2025

CARRIED

Resolution No. 25/93

Moved by: Jim Vezina  
Seconded by: Albert Aiello

THAT the following By-law be introduced and now be given First and Final Reading, engrossed, signed by the Chair and Chief Executive Officer, sealed and numbered.

1. A By-law to authorize the form of Child Care Capital Agreement to be executed by The District of Thunder Bay Social Services Administration Board and approved service providers for the provision of creating new licensed child care spaces.

Explanation: A By-law to authorize the form of Child Care Capital Agreement.

Authorization: Board Meeting 2025Dec11.

BY-LAW NUMBER 03-2025

CARRIED

### CLOSED SESSION MEETING

On consensus of the Board, the Board to adjourn to a closed meeting relative to discussion of information with respect to personal matters regarding identifiable individuals, including members of the Board regarding use of social media.

Resolution No. 25/92

Moved by: Elaine Mannisto  
Seconded by: Kasey Etreni

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters about an identifiable individuals including members of the Board regarding use of social media.

CARRIED

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, January 15, 2026 at 10:00 a.m., in the 3<sup>rd</sup> Floor Boardroom and via Microsoft Teams, TBDSSAB Headquarters, 231 May Street South, Thunder Bay, Ontario.

ADJOURNMENT

Resolution No. 25/94

Moved by: Jim Vezina  
Seconded by: Gordon Cuthbertson

THAT Board Meeting No. 19/2025 of The District of Thunder Bay Social Services Administration Board, held on December 11, 2025, be adjourned at 1:14 p.m.

CARRIED

Chair

Chief Executive Officer