



DATE OF MEETING:	FEBRUARY 19, 2026
TIME OF MEETING:	10:00 AM
LOCATION OF MEETING:	MICROSOFT TEAMS & 3 RD FLOOR BOARDROOM TBDSSAB HEADQUARTERS 231 MAY STREET SOUTH THUNDER BAY, ON
CHAIR:	JIM VEZINA
ORDERS OF THE DAY:	DISCLOSURES OF INTEREST NEW BUSINESS CONFIRMATION OF BOARD MEETING AGENDA DEPUTATIONS / PRESENTATIONS MINUTES OF PREVIOUS MEETINGS REPORTS OF ADMINISTRATION CORRESPONDENCE BY-LAWS NEXT MEETING ADJOURNMENT

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

BOARD (REGULAR SESSION) MEETING

DISCLOSURES OF INTEREST

NEW BUSINESS

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 26/07

THAT with respect to the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for February 19, 2026, we approve the agenda as presented;

AND THAT we approve any additional information and new business.

DEPUTATIONS / PRESENTATIONS

None

CLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute.

Resolution No. 26/08

THAT the Board adjourns to Closed Session relative to receipt of information with respect to a matter in which a council, board, committee or other body may hold a closed meeting under another statute regarding the Child Care Capital Funding Update.

MINUTES OF PREVIOUS MEETINGS**Board Meetings**

Minutes of Meeting No. 01/2026 (Regular Session) and Meeting No. 02/2026 (Closed Session) of TBDSSAB, held on January 15, 2026, respectively, to be confirmed.
(Pages 6 - 12)

Resolution No. 26/09

THAT the Minutes of Meeting No. 01/2026 (Regular Session) and Meeting No. 02/2026 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on January 15, 2026, respectively, be confirmed.

REPORTS OF ADMINISTRATION**Amalgamation of Community Housing Projects**

Report No. 2026-02 (Integrated Social Services Division), relative to providing the Board with information regarding the transfer of assets of Chateaulac Housing Incorporated to Geraldton Municipal Housing Corporation, for consideration. (Pages 13 - 15)

Resolution No. 26/10

THAT with respect to Report No. 2026-02 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the transfer of the assets of Chateaulac Housing Incorporated to Geraldton Municipal Housing Corporation.

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.

NOSDA Pooling Association Agreement

Report No. 2026-03 (Chief Executive Officer Division), relative to providing the Board with information regarding the NOSDA Pooling Association and Administration's recommendation to enter into an Association Agreement, for consideration. (Pages 16 - 30)

Resolution No. 26/11

THAT with respect to Report No. 2026-03 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board, approve entering into an agreement with the NOSDA Pooling Association to enable group access to federal and provincial housing development funding;

AND THAT we authorize the Board Chair and Chief Executive Officer to execute the NOSDA Association Agreement and any related documentation required;

AND THAT any District of Thunder Bay Social Services Administration Board project development opportunity considered for inclusion in the NOSDA Pooling Association be brought to the Board for review and approval.

OrgCode Consulting Inc. Community Report on Homelessness

Report No. 2026-04 (Integrated Social Services Division), relative to providing the Board with the final Community Report prepared by OrgCode Consulting Inc., for information only. (Pages 31 - 79)

2025 Fourth Quarter Operational Update

Report No. 2026-05 (Integrated Social Services Division), relative to providing the Board with information containing the trends within TBDSSAB programs and services, for information only. (Pages 80 - 98)

2025 Fourth Quarter Strategic Plan Update

Report No. 2026-06 (Chief Executive Officer Division), relative to providing the Board with the 2025 fourth quarter progress Update on the 2024-27 Strategic Plan, for information only. (Pages 99 - 105)

Advocacy & Engagement Annual Update

Report No. 2026-07 (Chief Executive Officer Division), relative to providing the Board with the annual update regarding Advocacy & Engagement, for information only. (Pages 106 - 110)

Indigenous Advisory Table - Update

Ken Ranta, Chief Executive Officer to provide a verbal update relative to the Indigenous Advisory Table, for information only.

CORRESPONDENCE

City of Thunder Bay Board Representation

City of Thunder Bay (CTB) email received January 16, 2026 relative to providing a CTB Council Resolution regarding a change in representation on the Board, for information only. (Page 111 - 113)

BY-LAWS

None

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, March 19, 2026 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. 26/12

THAT the Regular Session Board Meeting No. 03/2026 of The District of Thunder Bay Social Services Administration Board, held on February 19, 2026, be adjourned



MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 01/2026

OF

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: January 15, 2026

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: Jim Vezina

PRESENT:

Albert Aiello
Anne-Marie Bourgeault
Gordon Cuthbertson
Chris Eby
Kasey Etreni
Brian Hamilton
Greg Johnson
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Don Smith
Jim Vezina

OFFICIALS:

Ken Ranta, Chief Executive Officer
Crystal Simeoni, Director, Integrated Social Services Division
Richard Jagielowicz, Director, Corporate Services Division
Jennifer Lible, Manager, Social Assistance Programs
Shari MacKenzie, Manager, Human Resources
Carole Lem, Communications & Engagement Officer
Diana Hennel, Administration Assistant
Glenda Flank, Recording Secretary

REGRETS:

Kathleen Lynch

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BOARD MEETING

Jim Vezina, Board Chair advised the Board that Don Smith was appointed to the Board and the entire Board and members of Administration introduced themselves.

DISCLOSURES OF INTEREST

None.

NEW BUSINESS

None.

ELECTION OF OFFICERS, COMMITTEE & TABLE MEMBERS

Ken Ranta, CEO, confirmed that at the December 11, 2025 Board Meeting, in accordance with O. Reg. 278/98 under the *District Social Services Administration Board Act* and TBDSSAB Governance and Procedural By-law No. 03-2021, the Board passed Resolution No. 25/91 at the December 11, 2025 Board Meeting electing the positions of Chair, Vice-Chair, Audit Committee Members, Situation Analysis Review Committee Members, Child Care & Early Years Table Members, Homelessness Prevention Program Table Members and Indigenous Advisory Table Members for the 2026 term.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 26/01

Moved by: Greg Johnsen
Seconded by: Albert Aiello

THAT with respect to the Board Regular and Closed Session agendas for the Inaugural Board meeting of The District of Thunder Bay Social Services Administration Board for January 15, 2026, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

Resolution No. 26/02

Moved by: Jim Moffat
Seconded by: Don Smith

THAT with respect to the January 15, 2026 and the remainder of the 2026 agendas, we approve:

1. that any matters discussed or resolutions passed which relate to the business of The District of Thunder Bay Social Services Administration Board (TBDSSAB) shall be deemed to have been discussed by the Directors of TBDSSAB.
2. that any matters discussed or resolutions passed which relate to the business of the Thunder Bay District Housing Corporation (TBDHC) shall be deemed to have been discussed by the Directors of TBDHC

CARRIED

At 10:10 a.m. Anne Marie Bourgeault and Brian Hamilton, Board Members joined the meeting.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of Meeting No. 19/2025 (Regular Session) and Meeting No. 20/2025 (Closed Session) of TBDSSAB held on December 11, 2025, were presented for confirmation.

Resolution No. 26/03

Moved by: Elaine Mannisto
Seconded by: Brian Hamilton

THAT the Minutes of Meeting No. 19/2025 (Regular Session) and Meeting No. 20/2025 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on December 11, 2025, respectively, be confirmed.

CARRIED

Committee/Table Meetings

Draft Minutes of the Audit Committee Meeting held on November 21, 2025 were presented to the Board for information.

Draft Minutes of the CCEY Advisory Table Meeting held on November 18, 2025 were presented to the Board for information.

Draft Minutes of the HPP Advisory Table Meeting held on November 25, 2025 were presented to the Board for information.

DEPUTATIONS / PRESENTATIONS

Ken Ranta, CEO provided a brief introduction to the presentation being provided and introduced Jennifer Lible, Manager, Social Assistant Programs.

Jennifer Lible, Manager, Social Assistance Programs provided a presentation regarding updated information on the Ontario Works Intake Unit and Integrated Employment Services and responded to questions.

At 10:31 a.m. Kasey Etreni, Board Member joined the meeting.

Jennifer Lible, Manager, Social Assistance Programs provided clarification, outlined the process for the intake of clients and responded to questions.

At 10:44 a.m. Jennifer Lible, Manager, Social Assistance Programs left the meeting.

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of Administration and with respect to a matter in which a council, board, committee or other body may hold a closed meeting under another statute.

Resolution No. 26/04

Moved by: Greg Johnsen
Seconded by: Albert Aiello

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters regarding identifiable individuals, including members of the Administration regarding the CEO Performance Evaluation process and with respect to a matter in which a council, board, committee or other body may hold a closed meeting under another statute regarding the potential third-party approach to Build Canada Homes and Canada Mortgage and Housing Corporation Opportunities update.

CARRIED

At 11:47 a.m. the meeting reconvened in Regular Session with all members of the Board and Administration in attendance.

REPORTS OF ADMINISTRATION

2026 TBDSSAB Board Meeting Dates and Next Inaugural Meeting Date

Memorandum from Ken Ranta, CEO, (Chief Executive Officer Division) dated December 15, 2025, was presented to the Board providing the recommended schedule for the 2026 Board Meeting dates and the 2027 Inaugural Meeting date.

Ken Ranta, CEO and Crystal Simeoni, Director, Integrated Social Services provided clarification and responded to questions.

2025 Statement of Board Remuneration

Memorandum from Shari Mackenzie, Manager, Human Resources (Chief Executive Officer Division), dated January 5, 2026, was presented to the Board providing the Statement of Board Remuneration for 2025.

Shari Mackenzie, Manager, Human Resources provided a brief overview of the memorandum.

Year 2026 Weighted Assessment Calculation and 2026 Levy Apportionment

Report No. 2026-01 (Corporate Services Division) was presented to the Board providing the 2026 weighted assessment calculation and 2026 levy apportionment.

Richard Jagielowicz, Director, Corporate Services provided an overview of the report and responded to questions.

A discussion was held regarding changing the method of levy calculation used by TBDSSAB and the process to be followed to change the levy calculation method.

At 11:37 a.m. Kasey Etreni, Board Member, left the meeting.

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

On consensus, Administration to review options for levy calculation methods and bring an information report back to the Board at a future meeting.

At 12:06 p.m. Greg Johnsen, Board Member, left the meeting.

Certificate of Incumbency

Memorandum from Richard Jagielowicz, Director, Corporate Services (Corporate Services Division), dated January 5, 2026, was presented to the Board providing information on the requirement for a Certificate of Incumbency.

Richard Jagielowicz, Director, Corporate Services provided an overview of the reasons for the completion of the Certificate of Incumbency.

CORRESPONDENCE

Northern Ontario Service Deliverers' Association Priority Topics

Notes from Northern Ontario Service Deliverers' Association outlining NOSDA priorities were presented to the Board.

Ken Ranta, CEO provided a brief overview of the goals and initiatives outlined in the NOSDA priority topics.

2026 Rural Ontario Municipal Association Annual General Meeting Position Papers

Municipality of Shuniah Council Resolution dated December 9, 2025 relative to the Municipality's endorsement of TBDSSAB 2026 ROMA position papers was presented to the Board.

Letter from Municipality of Oliver Paipoonge dated January 7, 2026 relative to the Municipality's endorsement of TBDSSAB 2026 ROMA position papers was presented to the Board.

BY-LAWS

None

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, February 19, 2026 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. 26/06

Moved by: Brian Hamilton
Seconded by: Jim Moffat

THAT the Board Meeting No. 01/2026 of The District of Thunder Bay Social Services Administration Board, held on January 15, 2026, be adjourned at 12:18 p.m.

CARRIED

Chair

Chief Executive Officer



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

BOARD REPORT

REPORT No.: 2026-02

MEETING DATE: FEBRUARY 19, 2026

**SUBJECT: AMALGAMATION OF COMMUNITY HOUSING PROJECTS –
CHATEAULAC HOUSING INCORPORATED AND GERALDTON MUNICIPAL
HOUSING CORPORATION**

RECOMMENDATION

THAT with respect to Report No. 2026-02 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, consent to the transfer of the assets of Chateaulac Housing Incorporated to Geraldton Municipal Housing Corporation.

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 transfer of Chateaulac Housing Incorporated (Chateaulac) housing assets to Geraldton Municipal Housing Corporation (GMHC).

BACKGROUND

Chateaulac owns a 12-unit seniors apartment building located in Longlac consisting of a mix of market and Rent Geared to Income (RGI) housing units. The group incorporated on March 1, 1982 as a not-for-profit corporation. The one-story apartment building is comprised of 10 one-bedroom units and 2 two-bedroom units.

In 2022, the group sought TBDSSAB approval to revise their Articles of Incorporation by reducing the minimum number of directors from five to three, and the Board approved that request (Resolution No. 22/96). Chateaulac's mortgage expired in 2025.

GMHC manages a portfolio of 28 mixed use housing units that are targeted 100% RGI. The group incorporated on November 14, 1988. The housing portfolio consists of single and family units comprised of row housing and duplexes. GMHC's mortgage will expire in 2029.

Both groups share a property manager (Synergy Property Management) and share a Board of Directors which stabilizes Board governance capacity and continuity. Both are connected to the community housing system in the Municipality of Greenstone, within the TBDSSAB's service area.

COMMENTS

GMHC previously communicated to TBDSSAB their intention to seek formal amalgamation of GMHC and Chateaulac. Administration advised GMHC of the requirements and information required for the Board to consider this request. The move to amalgamate the two housing corporations formalizes the ongoing operating reality where the two entities have shared a Board of Directors and Property Manager since 2022.

Administration has reviewed the purchase and sale agreement, financial reports, and projections and does not have any concerns with the proposed amalgamation of GMHC and Chateaulac. The merger of the two housing corporations may lead to some savings for the operation of these units. Through amalgamation it is anticipated that the operation of these units will be strengthened in the future. All the housing units involved will remain operational under agreement with TBDSSAB.

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 GMHC as per the transfer agreement conditions.

CONCLUSION

It is concluded that this report provides the Board with an overview of the request by Chateaulac and GMHC to amalgamate the two housing corporations under GMHC. 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



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

BOARD REPORT

REPORT No.: 2026-03

MEETING DATE: FEBRUARY 19, 2026

SUBJECT: NOSDA POOLING ASSOCIATION AGREEMENT

RECOMMENDATION

THAT with respect to Report No. 2026-03 (Chief Executive Officer Division), we The District of Thunder Bay Social Services Administration Board, approve entering into an Agreement with the Northern Ontario Service Deliverers' (NOSDA) Association Pooling Association to enable group access to federal and provincial housing development funding;

AND THAT we authorize the Board Chair and Chief Executive Officer to execute the NOSDA Association Agreement and any related documentation required;

AND THAT any District of Thunder Bay Social Services Administration Board project development opportunity considered for inclusion in the NOSDA Pooling Association be brought to the Board for review and approval;

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 on the Northern Ontario Service Deliverers Association (NOSDA) Pooling Association and to seek approval to enter into an Association Agreement to enable pursuit of funding opportunities for the development of new housing.

BACKGROUND

The NOSDA is advancing a coordinated, portfolio-based approach to housing development across Northern Ontario.

The objective is to leverage the collective scale of NOSDA and the City of Greater Sudbury to:

- Strengthen competitiveness for large federal and provincial housing programs
- Reduce per-project costs through shared due diligence and design; and
- Accelerate housing delivery in rural, northern, and remote communities.

This approach positions participating DSSABs to access funding programs that are increasingly difficult to secure on a standalone basis, including:

- Canada Mortgage and Housing Corporation's Affordable Housing Innovation Fund (AHIF) designed to support innovative, scalable and replicable affordable housing projects including new construction models and portfolio approaches;
- Build Canada Homes (BCH), federal funding designed to accelerate the construction of new housing supply at scale by supporting large, coordinated projects that increase affordability, speed delivery, and reduce risk, particularly through partnerships with public and non-profit housing providers; and
- Related provincial financing tools.

COMMENTS

NOSDA has historically functioned as a collaborative advocacy body representing Northern Ontario service managers. That role continues unchanged.

However, to engage in opportunities to access federal and provincial funding mechanisms for the creation of new affordable housing, NOSDA has explored options to pool membership to be in a position to access larger, portfolio-based housing funding opportunities. The NOSDA Pooling Association would enable NOSDA to receive, hold, and administer housing capital funding, some funders require:

- A single accountable entity;
- Clear governance and decision-making authority;
- Transparent financial controls; and
- Formal confirmation of municipal and DSSAB participation.

To meet these requirements, NOSDA has worked with legal counsel to establish a new, voluntary structure referred to as a Pooling System which is supported by two legal agreements.

1. Association Agreement

- Creates the *NOSDA Pooling Association*, an unincorporated association separate from NOSDA Corporation;
- Establishes governance through a Pool-Wide Committee and Program Committees; and
- Allows members to opt in on a *program-by-program* basis through formal resolutions.

2. Pooling Agreement

- Applies only to members that opt into a specific funding program;
- Sets out how pooled funds are received, held (including escrow), and distributed;
- Establishes cost-sharing, reporting, indemnification, and dispute resolution provisions; and
- Confirms NOSDA's role as Facilitating Agent, without assuming liability beyond defined responsibilities.

Participating members would sign the Association Agreement to be a part of the NOSDA Pooling Association but would only sign a Pooling Agreement when involved with a specific housing project and looking to access funding through the pooling process.

Once the Association Agreement is signed, members would be a part of the Association Committee and participate in discussions and actions related to the Association. Once a development project is ready to bring forward, members would sign the Pooling Agreement and be a part of that specific Program, including applications, funding and reporting requirements.

Administration has had the Association Agreement reviewed by a legal services provider to ensure TBDSSAB is protected against risk. There is no financial liability with being part of the Pooling Association. With specific projects submitted under the Pooling Agreement, liability would be limited to each individual project submitted by members of a Pooling Agreement.

STRATEGIC PLAN IMPACT

This report supports the Board's strategic direction of Fostering Innovation and Progress through increasing the affordable housing system capacity.

FINANCIAL IMPLICATIONS

There are no immediate financial implications related to this report. Should TBDSSAB engage in the future in a Pooling Agreement, the financial implications would be presented to the Board at that time.

CONCLUSION

It is recommended that the Board enter into the Association Agreement under the NOSDA Pooling Association, and that should new housing development opportunities arise, consideration be given at that time to enter into the Pooling Agreement.

REFERENCE MATERIALS

Attachment #1 NOSDA Pooling Association Agreement

PREPARED BY:	Ken Ranta, Chief Executive Officer
SIGNATURE	
APPROVED BY	Ken Ranta, Chief Executive Officer
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

ASSOCIATION AGREEMENT

DATED: **[INSERT DATE]**

BETWEEN the parties hereto:

OF THE FIRST PART:

Algoma District Services Administration Board;
District of Cochrane Social Services Administration Board;
Kenora District Services Board;
Manitoulin-Sudbury District Services Board;
District of Nipissing Social Services Administration Board;
District of Parry Sound Social Services Administration Board;
Rainy River District Social Services Administration Board;
District of Sault Ste. Marie Social Services Administration Board;
Thunder Bay Social Services Administration Board; and
District of Timiskaming Social Services Administration Board
City of Greater Sudbury
each, a corporation existing under the laws of the Province of Ontario,
(individually, a “**Member**”, and collectively, the “**Members**”)

-and-

Northern Ontario Service Deliverers Association,
a corporation existing under the laws of the Province of Ontario
(the “Facilitating Agent”)

WHEREAS:

- A. The Parties wish to enter into this Agreement to establish the base elements of a system under which the Parties may from time-to-time pool their respective resources and capabilities to jointly pursue endeavours of common interest to the Parties (a “Program”);
- B. This Agreement establishes the “NOSDA Pooling Association” and the terms and conditions upon which Parties shall ascertain the participation of all or some Parties in a Program; and
- C. The base elements of the pooling system are intended to be supplemented and completed by the terms and conditions of a Pooling Agreement to be entered into by Parties opting to participate jointly in a Program.

NOWTHEREFORE in consideration of the mutual promises herein contained and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each of the parties, the parties agree as follows:

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this Agreement, the capitalized term:

“Agreement” means this Association Agreement.

“Applicable Laws” means all laws, statutes, regulations, ordinances, rules, codes, and any other legal requirements of any governmental authority having jurisdiction over the matters at hand, including but not limited to the laws of the Province of Ontario and the federal laws of Canada, as may be amended from time to time.

“Association” means the unincorporated association formed by this Agreement, which is separate and distinct from NOSDA Corporation.

“Association-Wide Matter” means, in connection with a Program, an act, course of action, matter, situation, or occurrence, or a series or combination of any of the foregoing, reasonably expected to cause one or more Supporting Members, either individually or collectively, to suffer or incur Losses in excess of fifty thousand (\$50,000.00) Canadian Dollars.

“Association Committee” means a committee comprised of the Committee Representative of each Party to this Agreement.

“Committee Representative” means, in respect of a DSSAB, the Chief Administrative Officer or Chief Executive Officer of such DSSAB; in respect of the City of Greater Sudbury, its General Manager, and in respect of the Facilitating Agent, its Chair; or alternatively, in respect of any such Party, an individual employed directly by such Party in a similar or proximate role, and appointed by the Governing Body of such Party as its Committee Representative.

“Commitment Resolution” of a Party identifying it as a Pool Member or a Supporting Member in connection with a Program.

“Dispute Resolution Committee” means a dispute resolution committee comprised of three (3) individuals not employed by or involved with any Member and appointed to represent NOSDA Corporation to resolve disputes referred to it under a Pooling Agreement.

“District” means the district assigned to the DSSAB under the *DSSAB Act*.

“DSSAB Act” means the *District Social Services Administration Boards Act*, RSO 1990, c D, as amended or supplemented from time to time.

“DSSAB” means a district social services administration board established under the *DSSAB Act*.

“Governing Body” in respect of a Service Deliverer, means the board of directors or members of such DSSAB recognized as such under the *DSSAB Act*; in respect of the City of Greater Sudbury, its municipal council; and in respect of the Facilitating Agent, its board of directors.

“GAAP” means Generally Accepted Accounting Principles recognized in Canada from time to time.

“Government Authority” means any federal, provincial, regional, municipal, local or other political subdivision or agency thereof and any entity or person exercising executive, legislative, judicial, regulatory or administrative functions of, or pertaining to, government. Each Service Deliverer is deemed not to be a Government Authority.

“Facilitating Agent” means NOSDA Corporation or such other Person appointed as Facilitating Agent under a Pooling Agreement.

“MFIPPA” means the *Municipal Freedom of Information and Protection of Privacy Act*, RSO 1990, c M 56, as amended or supplemented from time to time.

“Losses” means any and all losses, liabilities, damages, costs, expenses, charges, fines, penalties, and other obligations, whether direct or indirect, of any kind or nature whatsoever, including any interest, legal fees, and other professional fees and disbursements, and any amounts paid in investigation, defense, or settlement of any of the foregoing.

“Not-for-Profit Act” means the *Not-for-Profit Corporations Act*, 2010, SO 2010, c 15.

“NOSDA Corporation” means the corporation existing under the *Not-for-Profit Act* bearing the name “Northern Ontario Service Deliverers Association”.

“Participation Deadline” means a deadline established by the Association Committee pursuant to Section 4.2.

“Pooling Agreement” means a Pooling Agreement (regardless of its status as a “Settled Pooling Agreement”) containing the terms and conditions intended to complete the Pooling System under which the Parties may participate in a Program.

“Pool Dispute” means a dispute relating to the interpretation, execution, or implementation of a Pooling Agreement or any other matter contemplated by such Pooling Agreement.

“Pool Member” means a Member participating in a Program through a Pooling Agreement.

“Program” means a set of relative measures governing a common endeavour of the Parties.

“Program Committee” means a committee comprised of the Committee Representative of each Pool Member.

“Pooling System” means the base system established through this Association Agreement, as supplemented or amended by this Pooling Agreement, and as may be further supplemented or amended a Settled Participation Agreement or Related Agreement(s).

“Proposal” means a proposal of a Party for two (2) or more Service Deliverers to participate in a Program through a Pooling System.

“Parties” means the parties to this Agreement, and **“Party”** means anyone of them.

“Person” means an individual, corporation, partnership, Governmental Authority, trustee, trust, unincorporated association or such person's heirs, executors, administrators or assigns, as the case may be.

“Ratification Resolution” means a resolution of the Association Committee regarding an Association-Wide Matter.

“Related Agreement” means an agreement that is not a Pooling Agreement, entered into by some or all Parties participating in a Program.

“Service Deliverer” means a DSSAB or the City of Greater Sudbury.

“Supporting Member” means, with reference to a Program, a Member that is not a Pool Member.

1.2 Interpretation.

In this Agreement:

- (a) the singular includes the plural and vice versa and words importing gender include other genders;
- (b) other grammatical forms of defined words or expressions have corresponding meanings;
- (c) a reference to a clause, paragraph, schedule or annexure is a reference to a clause or paragraph of or schedule or annexure to this Agreement and a reference to this agreement includes any schedules and annexures;
- (d) a reference to a document or agreement, including this agreement, includes a reference to that document or agreement as novated, altered or replaced from time to time;
- (e) a reference to “Canadian Dollars”, “Dollars”, “\$”, or “CAD” is a reference to currency of Canada;
- (f) a reference to a specific time for the performance of an obligation is a reference to that time in the place where that obligation is to be performed;
- (g) a reference to a party includes its executors, administrators, successors and permitted assigns;
- (h) headings are for ease of reference only and do not affect the meaning of this Agreement;
- (i) words and expressions importing natural persons include partnerships, bodies corporate, associations (whether incorporated or not), government and governmental, semi-governmental and local authorities or agencies; and
- (j) a reference to writing includes typewriting, printing, lithography, photography and any other method of representing or reproducing words, figures or symbols in a permanent and visible form.

2. FORMATION OF ASSOCIATION

2.1 Formation of Unincorporated Association

The relationship established by the Parties under this Agreement is that of an unincorporated association separate and distinct from the corporation bearing the name “Northern Ontario Service Deliverers Association”, which is a party to this Agreement, and which may act as Facilitating Agent under one or more Pooling Agreements from time to time.

2.2 Name of Association

The name of the association formed by this Agreement shall be “NOSDA Pooling Association”.

2.3 Relationship of Parties

Nothing in this Agreement shall be interpreted as establishing a relationship of partnership, joint venture, or agency between the Parties, except as otherwise expressly provided for in this Agreement or in a separate agreement between all or some Parties. The Parties further agree that they shall not hold themselves out as partners or agents of one another, except for NOSDA Corporation, which may act as Facilitating Agent under one or more Pooling Agreements from time to time.

2.4 Scope of Obligations of Parties to Pooling Agreement

For certainty, a Supporting Member has no obligation in respect of a Program except otherwise expressly provided in this Agreement.

3. FORMATION OF COMMITTEES

3.1 Association Committee

A Association Committee shall be deemed to have been established upon the coming into force of this Agreement.

3.2 Program Committees

A Program Committee shall be deemed to have been established for each Program in respect of which two (2) or more Service Deliverers have executed a Pooling Agreement. The Association Committee shall operate in accordance with terms of reference adopted by unanimous resolution of the Association Committee, and until such time as such terms of reference have been so adopted, all decisions of the Association Committee shall be made by unanimous resolution of the Association Committee.

3.3 Scope of Authority of each Committee

Except in respect of matters contemplated in Sections 5.1 and 5.2, the Association Committee may not bind one or more Parties.

3.4 Committee Representatives

Each Party shall be represented on the Association Committee by one (1) Committee Representative, who shall also be the Committee Representative of such Party on each Program Committee. Each Party shall appoint and re-appoint a Committee Representative without delay, and as often as is necessary such that the Party shall have continuous and uninterrupted representation on the Association Committee.

3.5 Association Committee

Each Committee Representative:

- (a) shall be the sole and exclusive representative of its Party on the Association Committee and each Program Committee;
- (b) shall be the only individual authorized to issue and receive notices under this Agreement; and
- (c) shall present each Commitment Resolution and Ratification Resolution to its Governing Body and shall report upon the decision of its Governing Body in connection therewith

immediately within two (2) business days (any day that is not a Saturday, Sunday, or statutory holiday in the Province of Ontario).

4. PROGRAM PARTICIPATION

4.1 Participation in a Program is Optional

Except for NOSDA Corporation, no Party is obligated to participate in a Program through the Pooling System and shall not be bound in respect of such Program by any other Party, unless such Party has executed a Pooling Agreement for such Program.

4.2 Proposals

Any Committee Representative may, on behalf of the Party that it represents, propose the joint participation of Service Deliverers in a Program, through a proposal made in writing to the Association Committee (a "Proposal"). A Proposal shall be in writing and shall provide detail sufficient (to the extent then available) for the Parties to appreciate the prospective nature of the undertaking contemplated by the Proposal. The Association Committee shall consider each Proposal and shall grant each Party an equal and reasonable opportunity to consider and to participate in the Program contemplated by the Proposal. The Association Committee may establish the deadline by which each Party must confirm the status of its participation in a Program ("Participation Deadline"), and such deadline shall be binding upon the Parties.

4.3 Commitment Resolution

The Governing Body of each Party shall consider each Commitment Resolution and shall identify the Party of which it is the Governing Body as either a Pool Member or a Supporting Member in respect of the contemplated Program. Absent notice to the contrary to the Association Committee, a Party shall be deemed to be a Supporting Member in respect of a Program if it fails to return a signed copy of such Commitment Resolution by the Participation Deadline. Notwithstanding a Party's identification as a Pool Member in a Commitment Resolution, such Party shall not have the status of a Pool Member in respect of a Program unless such Party has duly executed the Pooling Agreement for such Program. A Party having executed a Commitment Resolution as a Supporting Member cannot thereafter participate in a Program as a Pool Member unless: (i) the Pool Members thereafter unanimously agree to the participation of such Party in the Program; and (ii) the Supporting Member executes the Pooling Agreement for such Program, and any other Related Agreements specified by the Pool Members. A Party having passed a Commitment referencing itself as a "Participating Member" pursuant to previous draft versions of this Agreement shall be deemed to have passed such resolution as a Pool Member.

4.4 Obligation to Report Individual Program Participation

Each Party agrees to notify each other Party hereto as soon as possible of its intention to participate in a Program for which a Proposal has been submitted to the Association Committee, and thereafter, such Party and its Committee Representative shall be precluded from involvement with the Association Committee in connection with such Program, except in respect of Pool-Wide Matters.

5. DISPUTE RESOLUTION COMMITTEE

5.1 Dispute Resolution Committee

When a Pool Dispute is referred to it under a Pooling Agreement, NOSDA Corporation shall form a Dispute Resolution Committee and each Party agrees to be bound, abide by, and to attorn, to the process established by such Dispute Resolution Committee to resolve such Dispute.

5.2 Association-Wide Matters

Each Committee Representative shall vote on each Association-Wide Matter referred to it pursuant to a Pooling Agreement. The decision of the Association-Wide Committee shall be binding upon each Pool Member that is a Party to the Pooling Agreement under which the Association-Wide Matter was referred to the Association Committee.

6. INDEMNIFICATION

Each Pool Member shall indemnify each Supporting Member from and its respective officers, directors, and employees (collectively, the "Indemnified Parties") from and against any Losses suffered by Supporting Member as a result of or in connection with participation of such Pool Member in a Program, provided that such Losses are not the result of the negligence, wilful misconduct, or breach by the Supporting Member of its obligations under this Agreement.

7. NOTICES

Any notice, request, demand or other communication provided for by this Agreement shall be in writing and shall be deemed duly given or made if delivered personally, sent by registered or certified mail, return receipt requested, postage prepaid, sent by recognized overnight courier service, or transmitted by electronic mail, to the Parties at their address specified in Schedule "B" or to such other address or email address as a Party may designate by notice to the other Parties in accordance with this section. Notices shall be effective upon receipt or, if sent by mail, five (5) business days after being deposited in the mail, and if sent by electronic mail, on the date of transmission if transmitted during the recipient's normal business hours, or on the next business day if transmitted outside those hours. Each

8. GENERAL

8.1 Governing Law and Jurisdiction

This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein. Each Party hereto irrevocably attorns to the jurisdiction of the courts of the Province of Ontario with respect to any matter arising under or related to this Agreement.

8.2 Severability

If any provision of this Agreement is determined by a court of competent jurisdiction to be invalid, illegal, or unenforceable in any respect, such provision shall be severed from this Agreement, and the validity, legality, and enforceability of the remaining provisions shall not in any way be affected or impaired thereby.

8.3 Waiver

No waiver by any Party of any breach of any provision of this Agreement shall be effective unless made in writing and signed by the Party against whom enforcement of the waiver is sought. No waiver of any breach of any provision of this Agreement shall be deemed to be a waiver of any subsequent breach of that or any other provision of this Agreement.

8.4 Amendments

This Agreement may not be amended or modified except by a written agreement executed by all Parties hereto. Any amendment or modification of this Agreement shall be binding upon the Parties and their respective successors and permitted assigns.

8.5 Assignment

No Party may assign its rights or obligations under this Agreement without the prior written consent of the other Parties, such consent not to be unreasonably withheld. Any purported assignment without such consent shall be null and void.

8.6 Counterparts

This Agreement may be executed in counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument. Counterparts may be executed either in original or electronic form and each Party's execution shall be deemed binding upon receipt by the other Parties of the signed counterparts.

8.7 Time of Essence

Time is of the essence in the performance of this Agreement. Any delay in the performance of any obligations under this Agreement may be considered a material breach of this Agreement.

8.8 Further Assurances

Each Party agrees to execute and deliver such further documents and instruments and to take such further actions as may be reasonably necessary to carry out the intent and purposes of this Agreement and to consummate the transactions contemplated hereby.

8.9 Schedules

The Schedules that follow form part of and are included in this Agreement.

Schedule "A"	Member Certificate
Schedule "B"	Address for Notices

<<signature page follows>>

EXECUTED by each Party hereto and made effective as of the date first written above.

[INSERT SIGNATURE BLOCK]

Schedule “A”
Member Certificate

Date:

1. Capitalized terms in this certificate have the meaning assigned to them in the Association Agreement;
2. Each Service Deliverer hereby represents to, and warrants with, each other Party, that:
 - (a) it is incorporated and validly existing as a corporation under the laws of the jurisdiction of its incorporation;
 - (b) it has the full right, power, and authority to enter into this Agreement and to perform its obligations hereunder;
 - (c) the execution of this Agreement have been duly authorized by all necessary corporate actions of the Service Deliverer;
 - (d) without limiting the generality of any of the foregoing provisions, the Service Deliverer has considered:
 - (i) Section 4(1) of the DSSAB Act;
 - (ii) Section 51(1) of the *Housing Services Act*, 2011, c 6

and with reference to the same, it agrees with each other Party that:

- A. its entering into this Agreement of this Agreement, any Pooling Agreement, Related Agreement, or any other agreement in furtherance of this Agreement, is, and shall be, solely for the purpose of exercising powers, duties, and responsibilities in respect of the geographical area(s) assigned to it under Applicable Laws; and
- B. it may not and shall not claim, argue, advance, or otherwise assert, that any right or obligation under or relating to any agreement referred to in paragraph A is unenforceable or inapplicable as a result of its lack of jurisdiction or authority, or the lack of jurisdiction or authority of another Party, over or in respect of a geographic area contemplated by Applicable Laws.

EXECUTED and delivered by the Party to each other Party intending that each other Party may rely upon same in connection with any and all matters relating to the Pooling System.

[SERVICE DELIVERER NAME]

Per: _____
Name:
Title:

Per: _____
Name:
Title:

I/we have the authority to bind the Corporation.

Schedule “B”

[INCLUDE ADDRESSED FOR NOTICES]



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

BOARD REPORT

REPORT No.: **2026-04**

MEETING DATE: **FEBRUARY 19, 2026**

SUBJECT: **ORGCODE CONSULTING INC. COMMUNITY REPORT ON HOMELESSNESS**

RECOMMENDATION

For information only.

REPORT SUMMARY

In the Spring of 2025, The District of Thunder Bay Social Services Administration Board (TBDSSAB) commissioned OrgCode Consulting Inc. to assess the homelessness service system in the District of Thunder Bay and offer recommendations on how to improve in key areas related to emergency shelters, warming services and encampment response. The final report is now being shared with the Board.

BACKGROUND

The Ministry of Municipal Affairs and Housing (MMAH) requires all Service Managers to submit a 10 Year Housing and Homelessness Plan by the Spring of 2026. TBDSSAB commissioned OrgCode Consulting Inc. to offer insights into the homelessness service sector in the District of Thunder Bay to assist with the homelessness section of the 10 Year Plan.

OrgCode Consulting Inc. are internationally recognized leaders in homeless system transformations, leadership development in homeless services, and technical assistance. They have assisted countless communities and organizations to identify areas to improve their service system.

COMMENTS

OrgCode Consulting Inc. assessed the homelessness service system in the District of Thunder Bay through several avenues. This included an analysis of the data, group interviews with homelessness service providers, shadowing of outreach service providers, surveying of homelessness service providers, and a broader District wide survey.

The information provided through these methods resulted in a number of insights and recommendations to improve the homelessness service system in the District of Thunder Bay. These recommendations are included in the OrgCode Consulting Inc. Community report provided as Attachment #1 to this report.

STRATEGIC PLAN IMPACT

This report aligns with the current strategic plans of humanizing human services, encouraging advocacy and awareness, and promoting reconciliation and inclusion.

FINANCIAL IMPLICATIONS

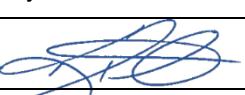
There are no immediate financial implications for TBDSSAB in this report, however the recommendations may lead to future budget considerations in next step planning.

CONCLUSION

This new community report on homelessness is a meaningful step toward compassion, stability, and shared responsibility for homelessness in the District of Thunder Bay. It reflects TBDSSAB's commitment to addressing the root causes of homelessness while providing practical, humane solutions that benefit both those in need and the wider community. Details from this report will be included in TBDSSAB's 10 Year Housing and Homelessness Plan.

REFERENCE MATERIALS

Attachment #1 OrgCode Consulting Inc. Community Report

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

Strengthening Homelessness Responses and Housing Solutions in Thunder Bay District Community Report

Prepared by



January 2026

Executive Summary

As The District of Thunder Bay Social Services Administration Board (TBDSSAB) collaborates with the community to co-design the next 10 Year Housing and Homelessness Plan, this review was conducted to identify service gaps, strengths and opportunities for enhancement. The goal is to outline a responsive action plan focused on housing solutions and long-term support systems. TBDSSAB and its partners must be recognized for their leadership, accountability and enhanced alignment with evidence-informed housing-focused and solutions-oriented practices and partnerships.

The TBDSSAB is at an important crossroads of reflecting on the progress achieved over the last decade, while preparing to meet current and future needs. Key priorities include collectively responding to unsheltered homelessness, assessing shelter capacity and service orientation, and identifying requirements for supportive, bridge, transitional and deeply affordable housing. This project aimed to highlight the inherent strengths of the community—the diverse and profoundly dedicated service providers, the relationship-based leadership approach of the TBDSSAB, and a strong foundation of investment into housing solutions by local, Provincial and Federal resources. With this groundwork in place, the District is well-positioned to continue to evolve the community's response.

This work was rooted in the community's unwavering commitment to addressing homelessness and housing instability. Stakeholders consistently described TBDSSAB as accessible and responsive, with strong leadership and meaningful engagement across all staffing levels.

Like many Canadian communities, the following dynamics are evident within the District:

- Increasing and entrenched unsheltered homelessness, including encampments
- Community concern over the severity and increasing visibility of the homelessness crisis
- Deeply invested and professional leadership across the homelessness response and housing system of care

- Strong commitment among service providers for a coordinated homelessness response
Opportunities to enhance targeted supports for prioritized populations such as Indigenous Peoples, those exiting foster care and youth experiencing homelessness

Drawing on local data, interviews and focus groups, along with insights from lived experts and input from over 1,200 community members that responded to a public survey, this assessment reflects a community rich in dedication and potential. It also identifies opportunities for enhanced alignment with evidence-informed practices and impactful transformations to ensure that homelessness is rare, brief and non-recurring in the District.

The recommendations included in this report are organized into four strategic themes:

- **Clarify service pathways for people experiencing housing crises and homelessness:**
 - Map service user pathways through the homelessness prevention, emergency response and re-housing system of care
 - Define roles and responsibilities for system stakeholders to increase clarity and enhance partner collaboration
 - Establish clear community housing support mechanisms and tenant feedback loops
- **Enhance local capacity to support people with complex needs:**
 - Expand lower barrier housing-focused service, especially in those projects funded by the TBDSSAB
 - Invest in long-term case management supports and permanent supportive housing options
 - Strengthen partnerships with health, justice and other stakeholders to enhance multi-disciplinary supports to people with complex, concurrent needs
 - Use data to guide service delivery and identify barriers to services

- **Actively engage the community:**
 - Develop a proactive communications strategy around homelessness response
 - Implement Community Liaison Committees for focused engagements with community members and neighbours
 - Formalize cross-sector partnerships for shared care planning and data
 - Invest in landlord engagement and relationship management
- **Continue to strengthen partnerships and data-sharing:**
 - Enhance collaboration between Reaching Home Community Entities (Designated Community and Indigenous Homelessness) and the TBDSSAB as the System Manager for Provincial Investments. Provincial and Federal investments in preventing and reducing homelessness must be optimized for collective impact for the people served and the larger community.
 - Lead integrated data-sharing practices across the system of care to ensure that the scope of homelessness, the outcomes achieved and the people served increase transparency, accountability and service integration.
 - Develop a partnership framework amongst community leaders to support system accountability
 - Support Indigenous-designed and Indigenous-led responses to promote co-designed policies and housing development
 - Align funding agreements with community goals

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Section 1: Introduction and Purpose

The District of Thunder Bay Social Services Administration Board (TBDSSAB) has dedicated substantial financial and strategic resources to tackling housing insecurity and homelessness across the District. These initiatives aim to enhance long-term housing stability for community members. As TBDSSAB prepares the next 10-Year Housing and Homelessness Plan, this project provided an opportunity to reflect on current progress, spot areas for improvement, and build on existing strengths to meet the community's goals of preventing and reducing homelessness among local households.

The landscape of housing and homelessness services has changed for communities across Canada, and the District is no exception. Demand has grown, affordability has worsened, funding models and expectations continue to evolve, and more service providers are entering the space. These pressures are ongoing. The District is also seeing demographic changes, especially among Indigenous people and seniors, along with a rise in visible homelessness and encampments. At the same time, deeply affordable and accessible housing remains in critically short supply.

Commissioned by the TBDSSAB, this report aims to assess the current state of homelessness responses, evaluate system performance and outline a roadmap for housing-focused action. The project emphasizes optimizing investments, improving service coordination, and ensuring accessibility for individuals with complex needs. Throughout the project, key areas of focus included:

- System optimization to better respond to homelessness in a manner that is inclusive, sustainable, culturally appropriate and solution-focused
- Identify current and future housing and support needs
- Aligning strategies and approaches with the unique characteristics, values, and priorities of the District

To approach in this work with a community-centred perspective, the review included a variety of approaches to capture as many voices and perspectives as possible:

- A detailed analysis of local data, including market rental data, Ontario Works, Ontario Disability Support Program, By-Name Data, Rent-Geared-to-Income Waitlists, shelter trends and Point In Time Count information
- Twelve key informant interviews with service providers, community partners, as well as system and community leaders
- Shadowing of staff from the TBDSSAB (City and District) and funded organizations throughout the community that are delivering crucial homelessness response and re-housing services
- A service provider focus group/ working session with 15 service providers
- A TBDSSAB staff focus group
- A community-wide survey that captured the current perspectives and values of 1,200+ community members
- Engagement with people with living experience to understand service navigation and support gaps

The resulting recommendations are designed to be actionable, accessible, pragmatic, aligned with TBDSSAB's mandate and supportive of long-term system enhancement. They are also intended to guide decision-making on partnerships, service delivery models and overall system capacity.

Section 2: Examining Current Needs Throughout Thunder Bay District

2.1: Data Review

To understand the current realities of housing and homelessness in the District, multiple data sources were analyzed. Point in Time Counts, By-Name Data, and Homelessness Management Information System (HMIS) data each offered essential insight into present conditions and future needs for housing and supports.

Scope of Homelessness Measured by the Point-in-Time Count

Point in Time Counts are one of several data sources used to understand homelessness in Thunder Bay District. The PIT data referenced in this section were collected and reported externally and were not generated or validated by the TBDSSAB as part of this review. As with all single night enumerations, PiT Counts provide a partial and time bound snapshot and do not capture the full scale or year-round dynamics of homelessness. Results are influenced by participation, survey coverage, timing, weather, and where people are staying at the time of the count, particularly for individuals experiencing hidden or episodic homelessness. For these reasons, PiT findings should be interpreted cautiously and not relied on in isolation.

The October 2024 PiT Count, led by the Thunder Bay Indigenous Friendship Centre and the Lakehead Social Planning Council, identified 557 people experiencing homelessness, compared to 221 people counted in 2021. While this change suggests a substantial increase, it also reflects differences in enumeration approach, partnerships, survey reach, and peer led outreach, alongside a local housing context characterized by rising costs and limited supply. In this report, PiT data are used to provide context for discussion rather than to define the scale of homelessness on their own.

Other local data point to sustained pressure within the homelessness response system, independent of the Point in Time Count. In 2023, HIFIS recorded more than 1,100 unique individuals who accessed homelessness services over the course of the year, indicating demand that extends well beyond a single night snapshot. More recent By Name List data provided by the TBDSSAB reflect a high number of active individuals relative to the number of people being successfully housed, indicating that housing exits are not keeping pace with system demand. Community housing waitlist data further show rising demand and limited turnover, underscoring that the challenges identified in this section are not driven by any single dataset.

Increased Unsheltered Homelessness

The 2024 PiT data paint a stark picture of unsheltered homelessness, which continues to rise despite existing shelter infrastructure. On the night of the count, 22% of respondents were staying in an emergency shelter. However, the increase in unsheltered homelessness was evident:

- 22% of individuals were staying in encampments
- 18% were unsheltered in locations like parks, vehicles, bus shelters, or abandoned buildings
- An estimated 161 individuals were believed to be living in encampments, although only 122 were directly surveyed

These numbers point to both barriers in the system and the potential mismatch between peoples' needs and the service options available to them. Recognizing that for most communities, the number of people experiencing sheltered homelessness tends to exceed the number experiencing unsheltered homelessness, the PiT Count explored respondents' experiences in accessing shelter options. Forty-one percent (41%) of respondents said they had been turned away from shelters, 30% chose not to go because of overcrowding, safety concerns were identified by 35% of respondents, bedbugs and pests were an issue for 16%, or rules limited their ability to use substances, stay with a partner, or keep a pet.

Increased Use of Costly Emergency Services

As is common among people who do not have a home, accessing costly emergency-based health care services increases. Sixty-three percent of those surveyed had visited an emergency department in the past year, often for issues that could have been managed in primary care. For many, the Emergency Room has become the only door still open to people who could not access other crisis response options. Living unsheltered, managing untreated illness, and facing stigma in services all lead to high use of emergency care but poor or limited health outcomes. The strain shows up not only in hospitals but also in the growing presence of encampments and street homelessness across the city. For every Canadian community, housing (and the supports if needed) enhances wellness and treatment outcomes – housing is health care.

Deepening Chronicity and Complexity

Homelessness in Thunder Bay is becoming more complex. Chronic homelessness is defined federally as being homeless for six months or more in the past year or having three or more separate episodes of homelessness in that time, adding up to at least 180 days. In 2021, 58% of PiT Count survey respondents met this definition. By 2024, that number had risen to 73%, with 61% reporting homelessness for more than 18 months. A further 23% were considered episodically homeless, with three or more separate episodes in the past year.

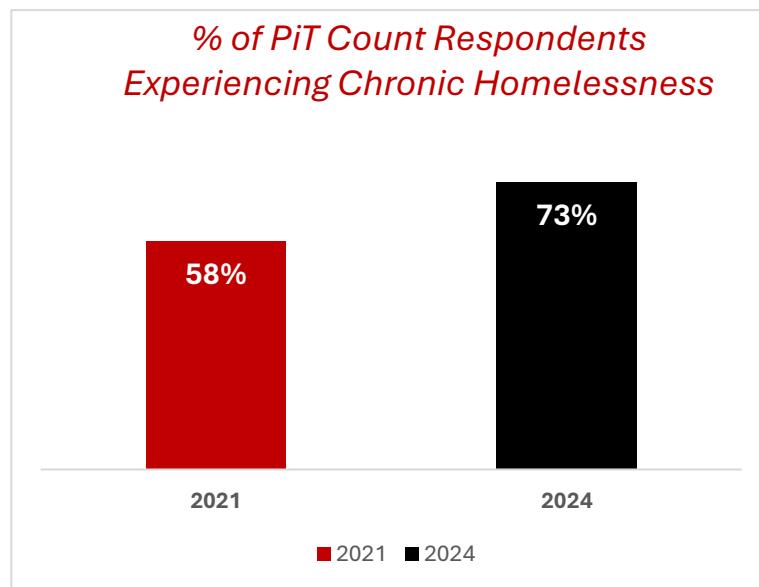
People experiencing homelessness in Thunder Bay are woefully unwell and require accessible and trauma-informed health services. Health needs are also becoming more complex:

- In 2024, 80% of respondents reported substance use, 61% reported mental health concerns, 37% had chronic illnesses, and 23% had acquired brain injuries
- Many reported being treated unfairly in healthcare settings due to substance use (67%), race or ethnicity (63%), and their housing status (55%)

The Role of Foster Care and Early Disconnection

The 2024 PiT Count highlights the ongoing connection between child welfare involvement and later homelessness:

- 43% of respondents had been in foster care or a group home
- 11% became homeless within one year of leaving care
- 29% of former Crown wards said child protection services did not help them transition to independence



These results align with national findings and underscore the need for stronger supports as youth exit care. Without intentional pathways to housing and stability, too many young people are moving directly from the child welfare system into homelessness.

Indigenous Overrepresentation and Migration to Thunder Bay for Services

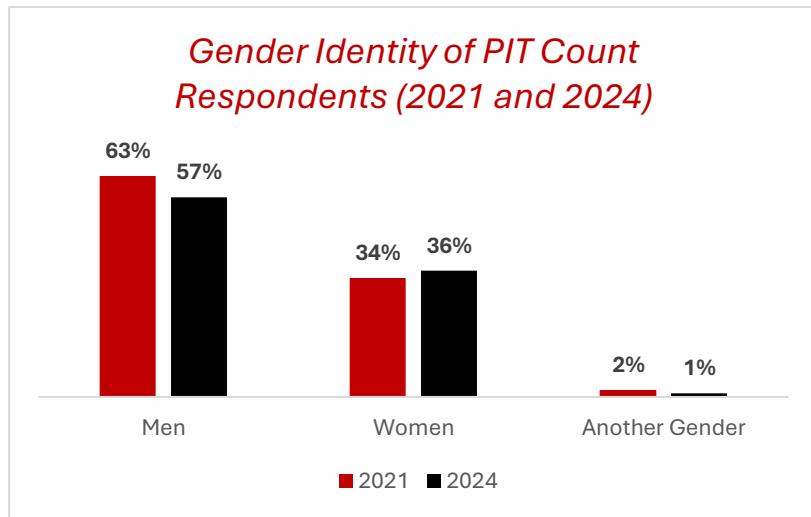
Indigenous people remain significantly overrepresented among those experiencing homelessness in Thunder Bay and across Canada. In 2021, 68% of PiT respondents in Thunder Bay identified as Indigenous. By 2024, that share had grown to 78%, while Indigenous people make up just 14.1% of the general population. Most identified as First Nations, with many coming to Thunder Bay from northern communities seeking health care, education, family connection, or other services.

The 2024 PiT report tracked migration from more than 60 communities. The most common points of origin included Winnipeg (25), Fort Frances (15), Sioux Lookout (14), and Long Lac (14). These patterns highlight Thunder Bay's role as a regional hub and the limited housing options available in smaller or remote communities.

Demographic Profile of People Experiencing Homelessness

The age profile of people surveyed remained largely consistent between 2021 and 2024. In both counts, adults aged 25 to 35 and 36 to 49 made up the majority, accounting for more than 70% of respondents. Youth under 25 represented 11% in 2021 and 6% in 2024, while seniors aged 65 and older accounted for 2% of respondents in 2024.

Gender identity showed a similar pattern across both counts. In 2024, 57 % of respondents identified as men (318 people), 36 % as women (201), 1 % as another gender (6), and 6 % did not respond. In 2021, 63 % identified as men (139 people), 34 % as women (75), 2 % as two-spirit or non-binary (4), and 1 % did not provide a gender identity.



The 2024 PiT also showed that 3% of survey respondents (17) identified as veterans.

Review of Encampment Engagement & Outreach Activities

Beginning in 2023, The District of Thunder Bay Social Services Administration Board (TBDSSAB) started tracking the presence and conditions of encampments across key locations in the city. These monthly field reports, developed in collaboration with outreach providers, are still evolving but already highlight the scale of unsheltered homelessness and the shifting dynamics of engagement, service access, and visibility across seasons.

From January to May 2025, the number of tents observed rose sharply from 11 to 38, and the number of people present grew from 9 to 35. Outreach engagement also increased significantly, with 29 individuals interacting with services in May, up from just 5 in January. Across the country, the number of people staying outside increases as the weather gets warmer in spring and early summer. Notably, 22 of the individuals engaged in May identified as Indigenous, consistent with broader patterns observed in local homelessness data.

Table 1. Encampment Monitoring Data, January - August 2025

Month	Tent Count	Individuals Present	Engaged with Outreach	Identified as Indigenous
Jan	11	9	5	1
Feb	6	3	3	2
March	18	12	9	0
April	16	12	9	2
May	38	35	29	22
June	227	143	136	90
July	347	196	168	51
August	110	70	60	31

The Simpson Street area ("Horseshoe") and Kam River Park were consistent locations across the five months, with the largest encampments recorded in May, including 15 tents and 20 individuals at Simpson alone. Early-month visits often noted that most tents

appeared abandoned or inactive, but as temperatures warmed, outreach teams increasingly documented active occupancy and engagement.

Encampment Engagement Patterns

While field reports show increasing activity and engagement as the weather warmed in 2025, they offer limited insight into why individuals stayed outdoors. Across many visits, outreach teams found tents unoccupied or noted that individuals were not present at the time of contact. When people were on-site, some interacted with outreach teams for basic supplies or conversation, while others chose not to engage. These patterns are common in outdoor settings, where mobility, timing, and personal preference all influence whether contact occurs. Overall, the monitoring reflects how fluid encampment activity can be and highlights the importance of a steady outreach presence, which helps maintain continuity, builds trust over time, and ensures people have a consistent point of connection as their circumstances evolve.

Encampments and Systemic Health Pressures

Unsheltered homelessness is closely tied to serious health risks. In many communities across Canada and the United States, unsheltered homelessness has been identified as a critical public health issue given the higher rates of physical health, mental health and substance use concerns and the substantial costs of emergency health services and hospitalization to meet their needs¹.

The 2024 PiT Count reported that 63% of respondents had visited an emergency room in the past year, often for conditions that could have been managed with proper primary care. That number was even higher among unsheltered individuals and those in encampments.

The May 2025 outreach notes include references to physical health concerns, requests for medical referrals, and attempts to reconnect individuals with care. Despite those

¹ Stas Amato, Flavia Nobay, David Petty Amato, Beau Abar, David Adler, Sick and unsheltered: Homelessness as a major risk factor for emergency care utilization, The American Journal of Emergency Medicine, Volume 37, Issue 3, 2019, Pages 415-420.

efforts, the consistent use of ERs, often as a last resort, underscores the ongoing gap between health care access and housing status.

2025 Housing Waitlist and Placements

Operational data from 2025 shows that demand for community housing in Thunder Bay remains high. The number of households applying for housing continued to grow through the first four months of the year, and the active waitlist remained at a consistently elevated level.

By the end of April 2025, the active housing waitlist included 1,382 applicants, down slightly from a peak of 1,427 in March. While this may appear to reflect a modest decline, it is more likely a sign of waitlist stagnation than relief. Over the first four months of the year, the waitlist remained consistently above 1,380, indicating ongoing demand pressure.

2025 Housing Waitlist and Applicants (Q1 Snapshot)

At the end of the first quarter the active waitlist stood at 1,427 households, with most applicants waiting in the “chronological” stream. Average wait times remain long, with chronological applicants waiting more than 10 months on average.

Table 2: Housing Status of Applicants at the end of Q1 2025:

Current Housing Status	Applicants
Homeless Priority Status	480
Renting	847
Staying with friends/relatives	31
Temporary accommodation	48
Own / Co-own	23

By the end of March 2025, 107 households had been housed through the general waitlist and another 23 had moved into transitional or supportive housing. At the same time, the

number of households on the waitlist remained close to 1,500, reflecting the high level of demand the system is managing.

Applications continued to arrive more quickly than households could be housed, with more than 1,700 unique households recorded by April 2025. Many applicants, particularly those without a priority designation, continued to face long waits. Given the increase witnessed, waitlist numbers at the end of April, 2025 already represents more than 70% of the total recorded across all of 2024. If new applications continue at the same pace, 2025 is on track to surpass any year on record, potentially doubling the volumes seen just a few years ago.

Across Ontario, the most recent province-wide data showed an average wait of 4.4 years for community housing², highlighting the broader pressures that all service managers are navigating. The level of demand early in the year remained higher than the available housing supply.

By-Name Data Trends and System Flow

While Point-in-Time Counts provide a time-bound snapshot of homelessness, By-Name List data offers a complementary view of system dynamics over time. The By-Name List data referenced here were provided by the TBDSSAB and reflect individuals actively known to and engaged with the homelessness response system, rather than a single-night enumeration. In late 2025, this data showed sustained pressure within the system, with new inflow consistently exceeding exits to housing or inactivity.

Across the September to November 2025 reporting period, the By-Name List recorded an average of approximately 900 individuals entering or being newly identified within the system, compared to an average of roughly 125 exits per month. Housing outcomes

² ONPHA and the Co-operative Housing Federation of Canada. (2019). 2019 Waiting List Survey Report

accounted for fewer than 80 exits per month on average. While each housing placement represents an important and positive outcome, the overall pattern indicates that housing exits were not occurring at a pace sufficient to offset ongoing demand. This imbalance helps explain why pressures observed through shelter use, encampments, and housing waitlists persist even as housing placements continue.

The demographic profile of individuals appearing on the By-Name List during this period mirrors patterns seen elsewhere in the data, including a pronounced gender imbalance, with men representing the majority of identified individuals. The data also show that a comparable number of people were recorded as moving to inactive status as were housed each month. Being marked inactive does not indicate that homelessness has been resolved; rather, it reflects a loss of contact or a pause in active engagement at that point in time. This reinforces the limits of system-based data alone and highlights the importance of understanding lived experience, service navigation, and community perceptions, which are explored further in the community survey findings that follow.

2.2: Community Survey: Perspectives on Homelessness and Housing Instability

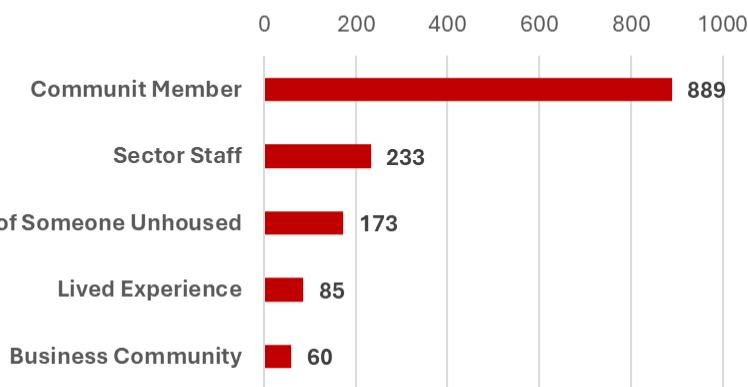
Who We Heard From

Over 1,200 community members took the time to share their perspectives in this survey. For a voluntary survey on such a specific topic, this level of participation is exceptional. This strong response signals that housing and homelessness are issues people across the District care deeply about, and it provides a solid foundation for understanding community priorities.

A total of 1,201 people answered the location question, representing communities across the District. The largest share came from City of Thunder Bay (1,102 respondents, 91.8%), followed by Marathon (32 respondents, 2.7%), Shuniah (10 respondents, 0.8%),

Manitowadge (7 respondents, 0.6%), Oliver Paipoonge (6 respondents, 0.5%), and Nipigon (5 respondents, 0.4%). Smaller numbers came from Neebing, Gorham, Schreiber, Terrace Bay, Red Rock, other municipalities and First Nations communities. This geographic diversity means the findings reflect perspectives from both the urban centre and surrounding areas.

From What Perspective Are You Completing This Survey From?



Respondents brought a wide range of perspectives to the survey. Community members were the most common respondents to the survey (889 respondents, 74.0%) and staff in the housing/homelessness sector (233 respondents, 19.4%), but we also heard from friends or family of someone unhoused (174 respondents, 14.5%), people with lived/living experience (85 respondents, 7.1%), business community members (60 respondents, 5.0%), and representatives of provincial government (32 respondents, 2.7%), city government (18 respondents, 1.5%), and First Nations government (11 respondents, 0.9%). Respondents could select more than one option, capturing the diversity of connection people in relation to housing and homelessness in the community.

In terms of age, participation was strongest among those 50–64 years old (392 respondents, 32.5%), followed by 36–49 years (289 respondents, 24.0%) and 65 years and older (267 respondents, 22.2%). Younger adults also took part, including 188 respondents aged 25–35 (15.6%) and 36 respondents under 25 (3.0%), ensuring younger voices were present.

Gender identity was diverse. The majority identified as woman (860 respondents, 71.6%), followed by man (253 respondents, 21.1%), with smaller proportions identifying as non-binary (13 respondents, 1.1%), Two-Spirit (7 respondents, 0.6%), trans (6 respondents, 0.5%), gender fluid (6 respondents, 0.5%), or gender not listed (4 respondents, 0.3%). Sixty-one respondents (5.1%) preferred not to answer. This range helps ensure the experiences and perspectives in the data are not from one demographic alone.

Finally, length of time living in the District shows the survey reached both established and newer residents. Most have lived here 20+ years (937 respondents, 77.7%), while others have been here 10–19 years (116 respondents, 9.6%), 5–9 years (46 respondents, 3.8%), or 1–4 years (36 respondents, 3.0%). Another 9 respondents (0.7%) have lived here less than one year, 16 respondents (1.3%) preferred not to say, and 45 respondents (3.7%) provided other answers, often related to seasonal residency or frequent moves. This blend of long-term and newer community members adds depth to the insights shared.

Perspectives on Housing and Homelessness

The survey results reveal a community that recognizes the urgency of housing issues, shows strong support in some areas, and reflects divisions in understanding and priorities.

Support for Affordable and Supportive Housing

When asked about having more affordable housing in their neighbourhood, over one-third of respondents (36.6 %) strongly agreed, while just under one-fifth (18.6 percent) strongly disagreed. Many people said they'd welcome more affordable housing nearby, but a sizable group pushed back. It is likely that new housing projects will face some degree of opposition unless trust is built early. Initiatives such as establishing a Community Liaison Committee could help address concerns and build that trust.

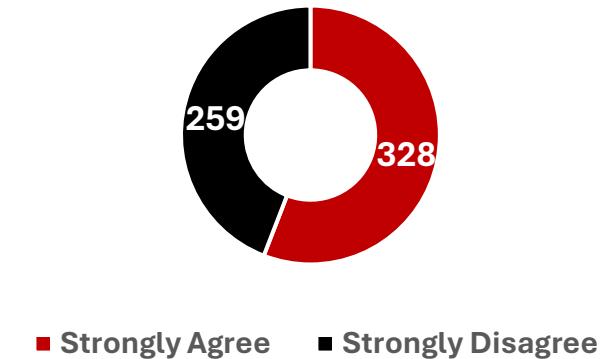
A similar pattern emerged for supportive housing — rental accommodation with 24/7 onsite supports for people with complex needs. In this case, 32.4 percent strongly agreed with having supportive housing in their neighbourhood, while 24.3 percent strongly disagreed. The fact that strong support and strong opposition are close in size highlights the importance of proactive communication and education about supportive housing models. Research demonstrates that many of the beliefs and misinformation that fuel “Not in My Backyard” (NIMBY) are not based in reality.³

Housing Stability and Social Support

Just under one-third of respondents (31.3 percent) strongly agreed that they have someone to count on for help if they could not pay rent or faced another housing issue, but nearly one-quarter (24.7 percent) strongly disagreed. This means that one in four respondents have no informal support network to turn to in a crisis — a significant risk factor for housing instability and potential homelessness. Strengthening both formal and informal support systems could be an important prevention strategy.

Views on whether people who are unhoused in the District often move here from other regions were mixed, with 32.1 % strongly agreeing, but over 30 % choosing neutral or mid-range responses. Some see homelessness as a local problem, others think people are moving in from outside. That split shapes whether residents see it as a true local issue, or something imported. As

**If there is an issue with my housing,
I have someone I can count on for
help.**



³ As a sample of research that debunks much of the misinformation on Supportive and Affordable Housing, the following documents can be examined: <https://www.bchousing.org/publications/Property-Values-Case-Study-Overview-Report.pdf>; <https://civida.ca/wp-content/uploads/2021/11/Exploring-Impacts-of-Affordable-Housing-on-Property-Values-Full-Report-FINAL-1.pdf>; <https://newdawn.ca/wp-content/uploads/Housing-as-Public-Safety-Whitepaper.pdf>; <https://rightathomeshousing.com/myth-busting-concerns-affordable-housing/#:~:text=Myth%20%232%20People%20who%20live,to%20perpetuate%20crime%20is%20false.;> <https://bluedoor.ca/road-home-unjustified-fear-behind-rejection-of-social-housing-in-your-neighbourhood/#:~:text=Crime.,housing%20built%20in%20the%20community.>

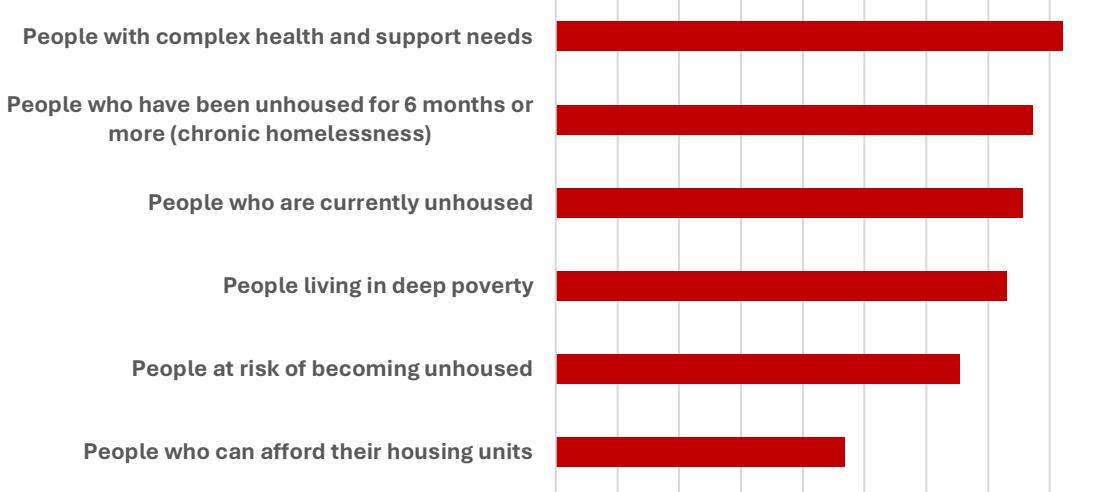
identified in the 2024 Point in Time Count report, most people experiencing homelessness who responded to the survey were indeed from Thunder Bay (92%). Homelessness is indeed a local, home-grown issue.

When asked whether the primary reason people are unhoused is a lack of affordable and appropriate housing, 46% agreed and 32 % disagreed. While the data shows a lean toward recognising housing affordability as a key driver, the lack of consensus suggests some in the community may attribute homelessness to other causes, which could shape support for different policy approaches.

Prioritising Support

Respondents were also asked to rank six different groups of people in order of who should be prioritised for housing and support resources. Each ranking was weighted to create an overall order of preference across the community.

Housing Investment Priorities in the District of Thunder Bay (Average Score)



The group identified as the highest priority for housing investment was people with complex health and support needs, reflecting strong recognition that those facing the greatest barriers require urgent, tailored support. The next highest priorities were people

who have been unhoused for six months or more and those who are currently unhoused, signalling a clear commitment to addressing chronic and ongoing homelessness.

Prioritizing people living in deep poverty for housing ranked second, recognizing that poverty is a key driver of housing instability, though it was not rated quite as highly as people in immediate crises. People at risk of becoming unhoused followed, suggesting that while prevention is valued, the public places a higher priority on responding to those already facing homelessness before investing in prevention.

At the opposite end of the spectrum, people who can afford their housing units were consistently ranked lowest, showing strong consensus that resources should be directed to those experiencing the greatest need.

Service Availability and Urgency

The data shows strong agreement that current services are insufficient. Almost half of the respondents (49.8 percent) strongly disagreed that there are enough services to meet the needs of everyone who is unhoused. Strong disagreement was even higher for specific subgroups: 59.4 percent strongly disagreed that there are adequate supports for unhoused people living with mental illness, and 55.9 percent strongly disagreed for those living with addiction. These figures point to deep gaps in the local service system, particularly for people with complex health needs.

There was also strong agreement about the urgency of the crisis. More than half (56.4 percent) strongly agreed that this is the worst the homelessness crisis has ever been in the District, and nearly half (46.1 percent) strongly agreed that more could be done to support people who are unhoused. One-third (33.1 percent) strongly agreed that unhoused people should be prioritized for vacancies in government-funded housing, showing public support for targeting scarce housing resources to those in the most immediate need.

Housing Realities and Hopes for Change for Respondents

Current Housing Situations

Among the 1,022 people who answered the housing question, 69.6 percent were homeowners (711 respondents), and 12.4 percent were private-market renters on the lease (127 respondents). A further 4.3 percent were renters in government-subsidized housing on the lease (44 respondents), and 4.2 percent preferred not to say (43 respondents). Smaller proportions were in less stable or informal arrangements, including living with a relative (3.7 percent, 38 respondents), renting in the private market without being on the lease (2.4 percent, 25 respondents), couch surfing (0.7 percent, 7 respondents), living in a motel or hotel (0.1 percent, 1 respondent), or currently without housing (0.6 percent, 6 respondents).

Experiences of Housing Instability

Thirteen percent of respondents (133 people) said they had experienced a time without stable housing, while 81.4 percent (831 respondents) said they had not.

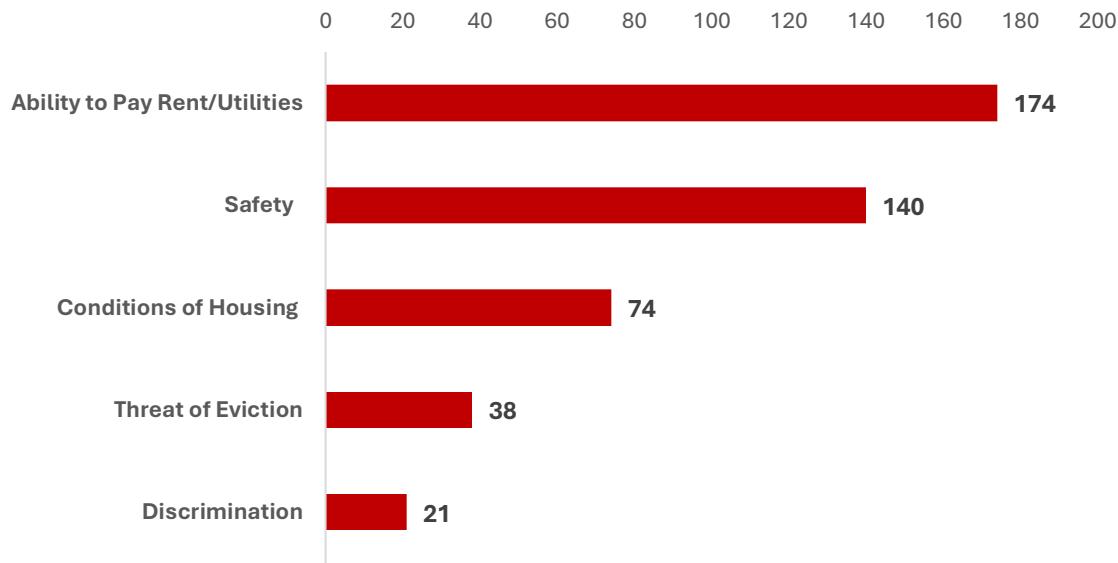
Current Risks and Pressures

When asked if they felt at risk of becoming unhoused in the next 12 months, 5.7 percent (58 respondents) said yes, 8.6 percent (88 respondents) were unsure, and 82.5 percent (843 respondents) said no.

Among the 1,018 people who answered the question about current pressures affecting their ability to keep housing, 650 (63.9 percent) said they had no concerns. The remaining 368 respondents (36.1 percent) identified at least one concern. Among those with concerns, the most common issue was the ability to pay rent or utilities, reported by 47.3 percent (174 respondents). Safety concerns were identified by 38.0 percent (140 respondents), followed by the condition of housing at 20.1 percent (74 respondents). Other concerns included the threat of eviction (10.3 percent, 38 respondents), discrimination (5.7 percent, 21 respondents), and overcrowding (4.9 percent, 18 respondents). Nearly one in four (26.9 percent, 99 respondents) selected "other" and described additional pressures, many of which related to affordability, maintenance, and neighbourhood conditions.

These responses align with broader research showing that even modest rent increases can significantly raise the risk of homelessness. As rents and living costs climb faster than incomes, more households face instability, and the barriers to exiting homelessness grow steeper.⁴

Concerns about current living situation



Confidence in Ability to Demonstrate Progress

On the question of whether the District can make meaningful strides toward solutions, half of the respondents (50.7 percent, 491 people) said yes, 25.6 percent (248 respondents) were unsure, and 23.6 percent (228 respondents) said no. With half of the respondents expressing confidence in the ability to reduce homelessness locally, the quest to improve communication about efforts to prevent and reduce homelessness will likely garner ongoing community support.

Community Perspectives on Solutions and Priorities

This section draws on a deep thematic analysis of all written responses to the three open-ended survey questions. More than 1,400 individual comments were reviewed in full, grouped into themes, and coded to identify the most common ideas and priorities. The

⁴ <https://endhomelessness.org/blog/rising-rents-and-inflation-are-likely-increasing-low-income-families-risk-of-homelessness/>

quotes included here are drawn directly from respondents' answers and reflect the range of perspectives and lived experiences shared.

Ideas for Housing and Supporting People Who Are Unhoused

When asked for their best ideas to house and support people who are unhoused, respondents most often called for more housing — especially deeply affordable and rent/geared-to-income units (459 mentions). Suggestions included supportive housing, smaller community-scale developments, modular or tiny-home models, and partnerships with non-profits to speed delivery.

“Without actual affordable housing, everything else is just treading water.”

“Build small, supported homes so people can live with dignity and stability.”

Expanding mental health and addictions supports was the next most common theme (350 mentions), with many pointing to the need for more treatment capacity, harm reduction services, detox beds, and integrated health supports tied directly to housing.

“You can't expect people to get well if they don't have a safe place to sleep.”

Other priorities included employment and training opportunities (202 mentions) to help people build income stability; more supportive and transitional housing (172 mentions) for those needing structured help before living independently; and shelter improvements (126 mentions) to increase capacity, safety, and accessibility.

Respondents also raised encampment management (122 mentions), with some calling for designated, serviced areas and others urging stricter limits — often paired with a call for more housing options. Finally, policy and systems change (123 mentions) focused on sustained funding, stronger tenant protections, and clearer accountability across governments.

What Is Working Well in the Current Response

When asked about what is working well, the most frequent response celebrated dedicated staff and volunteers (88 mentions) whose persistence, trust-building, and advocacy make a tangible difference.

“The people on the front lines genuinely care — they don’t give up on you.”

Respondents also highlighted specific programs and services (76 mentions) that are accessible, responsive, and effective; housing initiatives underway (51 mentions) that have created new units or placed people successfully; and outreach and harm reduction services (46 mentions) that meet people where they are. Some also noted collaboration between agencies (29 mentions) as a positive step toward a more coordinated system.

“The outreach teams have saved lives — plain and simple.”

Final Reflections

At the end of the survey, we asked: *“Do you have any final thoughts on this topic that you would like to share?”* The answers show just how divided and passionate the community is about housing and homelessness.

Some people used this space to repeat what came up earlier: the need for more housing, stronger mental health and addictions supports, and better coordination between agencies.

As one respondent wrote, *“Housing is a human right and should be treated accordingly.”*

Another put it simply: *“Relationship, relationship, relationship.”*

Others urged that supports focus on rehabilitation and independence.

There were also strong concerns about safety and encampments. Several respondents described frustration with tents in parks, near homes, and in public spaces, and called for stricter limits unless designated sites or more housing options are provided. For some, the presence of encampments was enough to make them consider leaving their neighbourhood. One comment captured the tension:

“Find a safe place for people, away from public spaces, so they can live with dignity.”

Several comments were sharply critical of the government, survey design, and current harm reduction strategies. These voices expressed concern that resources might be mismanaged or that policies could be worsening the situation. Meanwhile, others welcomed the survey as a sign that change might be on the horizon and urged leaders to follow through. One person said, *“I am pleased this survey has been generated. It is so important that we are moving towards taking care of our unhoused population.”*

Section 3: System Enhancements

Data and Outcomes-Driven Approach

A data-driven, outcomes-based approach is essential for building flexible, effective responses to homelessness. Using evidence-informed decisions, tracking impact, and adapting interventions through short cycles of incremental change ensures progress toward ending homelessness. Data must serve as a continuous reference point for communities, creating a shared language and accountability. To improve the data-driven outcomes-based approach in Thunder Bay:

- since two distinct Homelessness Management Information Systems (HMIS) are operating in the community, system leaders (and HMIS administrators) are encouraged to identify mechanisms and processes to share, validate and exchange feedback to clarify data realities for the whole community and amplify each other's work. Data inconsistencies regarding the scope and realities of homelessness hamper progress.

- access to real-time person-specific quality data
- consistent data collection policy with operational protocols to match and support front-line service providers
- an integration of data into system-planning discussions to understand progress and evaluate the need to tailor or develop strategies regarding partnerships, pilots, policy, program planning, and investment
- an integration of data into front-line service planning and regular team meetings to evaluate the need to adjust service delivery

Planning for the next 10 years is a crucial time to identify opportunities for improved data sharing. Such a commitment will ensure trauma-informed approaches for participants and a less fragmented homelessness response system for staff who are identifying the current challenges of operating within two data systems.

To advance collaborative data-sharing options, the TBDSSAB is encouraged to involve the two Reaching Home Community Entities in their consent processes and share data openly with them, especially regarding Service Prioritization Decision Assistance Tools (SPDATs) and emergency shelter data. Implementing a detailed data-sharing process with these Community Entities during their regular meetings would enable accuracy checks. Since encampment response is a current community priority, data should also be shared at the operational level through the Outreach working group. Bringing front-line workers into this process, at the level where they are already engaged, will equip them with the necessary tools and detailed information to plan responses effectively. Leadership will be needed to coordinate data use among front-line staff at existing forums and to demonstrate how data can be cross-referenced and leveraged to meet outcomes. As the primary funder of Emergency Shelters across the community, the TBDSSAB can utilize the current Emergency Shelter Communication meetings to promote this approach and to operationalize data enhancement and optimization. This might involve creating Terms of Reference centred on establishing a continuous improvement focus on data and implementing short cycles of incremental change across service providers. Such actions allow for piloting this approach and demonstrating success in

how case management and consistent data collection and sharing intersect. An open data-sharing stance from the TBDSSAB can lead to measurable success through data use and refinement within a specific area. Building this coalition around data for those directly involved will increase demand for more accurate information.

The impacts of data siloing and fragmentation are felt at every level of the homelessness response system. Making decisions becomes more difficult as the true accuracy of data is questionable. Service providers experience burnout and frustration due to multiple layers of entering data and a lack of consistency in expectations. People with lived experience are not currently navigating a trauma-informed system, which likely leads to longer durations of homelessness. For example, staff need a data sharing platform to overcome a lack of real-time access to crucial client information, such as location, connections, SPDAT scores, and consent status. This would reduce duplicated work, enable more efficient conversations, and facilitate trauma-informed care by allowing staff to quickly see the full picture of a client's situation. It's not currently unusual for participants to complete up to three SPDATs across community organizations due to the lack of information-sharing. While access to this information can be requested, providers and front-line staff discussed the absence of formalized pathways supporting this exchange. This information gathering was also not integrated into their case management workflow or shared care planning. Information sharing through common and inclusive consents and structured care conferencing processes is essential for an effective and trauma-informed system. A data-driven approach for the district must address these challenges directly and focus on key priorities such as system data clean-up of encampments, SPDATs, and emergency shelter data. This will prevent households from having to repeat their stories, improve and guide case management, and enable measurement of change over time while highlighting the great work happening across the District.

Optimizing Data for Investment Decisions

Empowering and facilitating an open and consistent approach to data throughout the community, while making clear links to how it influences decision-making and aligning

with the CE community priorities, will be crucial in how the TBDSSAB engages with service providers. Part of this will be demonstrating why certain decisions are being made and how the use of data will also allow for a better understanding of types of units required and required policy shifts. In the District, considering the high representation of Indigenous people experiencing homelessness in the community, having multi-generational units for chosen and/or street family is important. This information also allows the District to adjust policies in the spaces they fund and operate to ensure that guest policies are trauma-informed and that spaces are offered for extended and chosen families. The housing choices in the community must be representative of the individuals they serve. Indigenous organizations are key partners within this work and must be empowered to build the housing that they know individuals require, paired with the appropriate intensity of supports. Empowering these organizations to build different kinds of units will be key. These culturally appropriate supports are not just for long-term housing solutions but must similarly be embedded in services to those in encampments and shelters. Throughout discussions with service providers, it was acknowledged that the disproportionate and systemic homelessness was a direct result of colonization.

Continue to Improve Funding and Administration Structures

The TBDSSAB has established structures to anchor the homelessness response system in an outcomes-based approach. The Homelessness Prevention Program Investment Plan addresses concerns such as:

- Housing stability
- Reduction in chronic homelessness
- Support for priority populations
- The use of By-Name Data to connect service users to services and supports
- The use of By-Name Data to track progress in addressing homelessness

This focus for the Investment Plan is commendable and moves the community forward towards realizing real gains to prevent and reduce homelessness. Continuing this work by aligning funding agreements and reporting structures between the TBDSSAB and funded organizations will be important. The reviewed reporting templates focused on the number of people served and the household characteristics of those people. Such an output-based reporting approach can reduce the focus on outcomes (sustained exits from homelessness, etc.) and housing-focused approaches. As an example, shelter operators may receive mixed messages that confuse the true mandate of sheltering – creating a pathway back to housing. When operating funding is believed to be tied to the number of people staying in shelter beds, it establishes a barrier to being housing-focused, even when case managers are funded to work with shelter guests to resolve their homelessness. An outcomes-based reporting approach tied to funding agreements would be in line with a commitment to housing-focused and evidence-informed practices that have proven to reduce homelessness. In conversations with providers, it was also clear that the “right to housing” philosophy was paramount and primary as a building block of their approach. This is what they envisioned for Thunder Bay District. Ensuring that agreements align with housing-focused resolutions to homelessness would create synergy between the values of the organizations and the direction of the community.

Prioritize Permanent Housing with Wrap-Around Supports

While the community spent the last few years building up their stock of transitional housing, the upcoming focus on permanent housing options for the TBDSSAB pipeline of units is welcome and important. For every transitional housing unit, the District must consider how often the units should be turning over on an annual basis (depending on lease agreements and program structure) and what percentage of those individuals will require permanent housing (vs other options like Long Term Care). The District’s planning for permanent supportive housing must be rooted in this calculation to ensure proper move-on strategies and appropriate turnover to ensure units serve their stated purpose. Thus, ensuring a consistent and unwavering focus on these permanent options will be

paramount. Permanent supportive housing was also a consistent theme in the community survey, with community members seeing the value of deep, longer term and on-site supports.

Additionally, housing solutions like deep rent supplements or new units for those exiting chronic homelessness must be paired with long-term case management and operational funding. Individuals placed in these dedicated units must be supported in establishing the life skills and social integration required for long-term housing retention. Across all interviews within the District, intensive case management delivery was seen as one of the most significant service gaps impacting system bottlenecks and long-term housing stability. This was seen as a crucial barrier for service providers.

System Leadership Recommendations

Thunder Bay District is made unique through leadership from several different bodies when it comes to the homelessness response system. The alignment and coordination of these will guide the continued success of services delivered to those experiencing homelessness in the District through collective impact. To direct this work, leaders are encouraged to clarify how they will work together, problem-solve and make decisions. This provides structure not only for system response but also for service providers to understand how leaders are collaborating on a community approach. Similarly, clear approaches to data-sharing and data impacts will also outline how the community is moving forward together despite two HMIS platforms. Reducing ambiguity as much as possible, both through extensive data sharing models, particularly around community priorities, will be important and then further expanding transparency into how this data is driving decision-making. This level of rootedness in data can help guide conversations with service providers around community vision. The data currently shows a concerted need for Indigenous-specific initiatives, permanent housing and long-term case management support options—continued efforts toward this would demonstrate the above.

To strengthen services through data-driven, evidence-informed decision-making, the system would be supported by:

- Defining and clarifying community leadership processes for homelessness response
- Prioritizing establishing data sharing models rooted in community values and priorities
- Strengthening responses that are Indigenous-designed and Indigenous-led by addressing system partnerships, types of units built and how policies are co-designed and implemented
- Aligning reporting structures with system goals
- Expanding permanent housing and supports throughout the District

Housing and Support Needs: Estimating Demands

This set of estimates for Thunder Bay District provides a foundation for the rest of the recommendations embedded throughout the report. It creates a framework for future planning for the District's future and outlines the housing and support capacity required to continually address the needs of individuals experiencing homelessness. While anchored in a multitude of data sources provided by the District and its partners, the estimates look ahead from the community's current reality and establish a roadmap for future action.

At a minimum, the Thunder Bay District needs 840 net new units of specific types of housing by the end of 2030 to achieve reductions in homelessness to the point of realizing effective outflow from the homelessness response system. Failure to realize this target will have a compounding impact on future years. In other words, delaying action is likely to result in more units being required in the future and an ongoing upward trajectory in the number of people and households experiencing homelessness.

New Units	2026	2027	2028	2029	2030	Totals
Rent/geared-to-income (community/ social housing)	80	100	75	60	50	365

Scattered site with ICM or ACT supports (rental subsidies required to make deeply affordable, acquisition with minor carrying and renovation costs, or new construction to make deeply affordable)	25	25	25	25	25	125
Site-based Bridge Housing	25	25	0	0	0	50
Site-based Transitional Housing	0	20	30	0	0	50
Site-based Supportive Housing	80	80	40	30	20	250
TOTAL	210	230	170	115	95	840

Section 4: Operational Enhancements

Community Engagement and Communication

As mentioned in the community survey analysis, the issue of housing and homelessness is clearly top of mind for residents of Thunder Bay District. The survey turn-out was significant as well as the rate of completion and the engagement in the qualitative responses. Community residents are deeply invested in what homelessness looks like and what interventions community leaders are putting in place. In this community survey and throughout many conversations with front-line staff, it was clear that the concerns individuals had were multi-faceted but often arose out of a lack of information. The sentiments in the community were often described as black and white and lacking nuance. Attitudes were also noted as being "resentful", "aggressive" and "lacking empathy" in various interviews. These positions were often aimed at individuals and not system-issues although the community survey saw a balance of both.

Residents across Thunder Bay District are deeply invested in the state of homelessness in their community. They are eager to contribute, and their voices must be allowed to take up a productive and action-focused space. While providing information to all individuals on community response and strategy around homelessness is valuable for a preventative approach to narrative building, different depths of community engagement must be

targeted towards different subsections of residents. The District is encouraged to do this through the following recommendations:

- **Develop and launch a proactive homelessness response communications strategy**

Ideally, the District (and the other system leaders) should be proactive in the development of community narrative, not reacting to narratives that already exist. Ensure that a communications strategy is rooted in the realities of homelessness based on data to address ongoing myths and counter stigma, that successes are celebrated and actions clearly spelled out, for the District and its residents. Moving away from crisis response and towards a strategic and consistent visioning and communication is recommended. Residents must know what is happening, why, when, how they can participate and what is working through data and factual information. Ensure that the strategy is aligned with community values and previously done consultation such as the community survey.

- **Optimize Community Liaison Committees for contested developments or ongoing services**

CLCs deliver an opportunity to engage to those are more involved and vocal in the community to increase trust around new developments and lean into risk management through proactive community engagement. They can also be utilized for spaces that are currently highly contested in the community to lower tensions and reduce negative publicity by building bridges between neighbours, residents and staff.

Strengthen Encampment Response

Encampment response was top of mind throughout OrgCode's engagement in Thunder Bay District. The prevalence of encampments, their growth and lack of outflow from encampments were of utmost priority throughout the community. It was a topic discussed in every conversation and brought up across stakeholder types. All interviewed

participants mentioned the increase in encampments and the size of the encampments as an immediate and acute concern. Throughout OrgCode's time in the District, staff visited encampments to shadow providers and to understand processes and engagement strategies. There were also opportunities to hear from people staying in encampments to unpack the support pathways they've experienced and their journeys to and throughout unsheltered homelessness.

Consistent encampment approaches will provide clarity and consistency for the community, service providers and people in need. The community is calling out for this leadership and the TBDSSAB is well positioned to respond and bring providers together around a common approach and consistent response. Any response must be rooted in a rights-based and housing-focused foundation and must be sustained over time.

- **Develop Thunder Bay District Encampment Service Standards**

Taking on a leadership role to develop and put into action community-wide housing-focused encampment service standards detailing how services are delivered would allow for a pooling of resources, an alignment of priorities and actively engaging with individuals through assertive engagement and offering them solutions to come indoors as quickly as possible. While the City of Thunder Bay is looking to ensure that all community partners are brought together, the District is well-positioned to provide system leadership around a clear scope and process for getting the work done. A coordinated and intensive response is key to see results. The monitoring of that work would allow for messaging to be distributed to the community and demonstrate concerted community action towards sustainable encampment response and long-term housing strategies.

- **Ensure community response to encampments is housing-focused**

Shifting away from a survival response to a housing-focused response will allow for an approach that is active and respects the dignity of individuals. Housing as the long-term solution must be the response for people living in encampments, with adequate survival supports provided as needed. This would entail training for staff, housing plan templates, an increase in time spent in encampments for staff, prioritization in the support of

encampment residents and a growth in capacity to provide all supports (including income assistance on-site).

- **Evaluate shelter access and barriers**

Understanding the barriers to access for individuals that are choosing to avoid shelter will be crucial in both building relationship with those experiencing unsheltered homelessness but also bringing them indoors. Whether it is service restrictions or high-barrier rules, unpacking what is keeping shelter use low in the community is an important step to addressing encampments.

- **Deepen encampment data collection**

Ensuring that encampment residents are being supported through informed consent conversations and then being included in an HMIS will allow the TBDSSAB and the community at large to have a clearer picture of the current situation in regard to encampments. Clear and real-time information also allows for more accurate decision-making and resource deployment, and a better understanding of changes in encampments and any emerging trends.

Standardize Pathways through Services

Part of high-functioning homelessness response is a clear understanding of the flow and experience of individuals from their first touchpoint with the homelessness response system. This utmost clarity around referral processes, points of contact, roles and responsibilities is crucial for providers, individuals and the community. Currently, more understanding and mapping is required when it comes to the experiences of individuals with the system and which providers are responsible for which portion of this experience.

Service providers and their clients must have a clear understanding of service pathways through the District to end or prevent their homelessness. This understanding should extend from what happens when someone first engages with the homelessness response system, what their case management support will look like and which providers are

responsible for this support. The District has many of the crucial pieces of the puzzle in place. Now, it's about creating alignment, consistency and clarity within this structure.

- **Standardize and formalize homelessness prevention and shelter diversion**

Creating strong protocols and processes built into staff workflow is crucial for both District and City staff, considering the geographical location of Thunder Bay. This can include homelessness prevention and shelter diversion training for staff, a broad range of resources to support family reconnection and landlord mediation, and financial resources as well. Having strong practices, protocols and resources in place will allow the District to slow the inflow of individuals into sheltered and unsheltered homelessness. It's paramount that these practices are Indigenous-focused and integrated into the work already happening through the Indigenous Community Entity and other partnerships in place through the TBDSSAB, such as Urban Native Housing units and transitional and supportive housing partnerships.

- **Invest in strong data collection processes for homelessness inflow and prevention/diversion work**

Collecting data at the point of access and as individuals figure out solutions and alternatives to shelter will allow the District to use that data to create strong and preventative linkages with the systems and communities from which people are arriving. This entails strong partnership development through a nimble and adaptive approach as trends shift over time. Collected data can also be used to demonstrate prevention outcomes across the community.

- **Prioritize upstream prevention through community task forces and targeted partnerships**

The data in the District points to a significant need for innovative partnerships with child welfare and how to support youth aging out of foster care. Considering this and other opportunities for upstream prevention will allow for a path forward and more preventative approaches. Ensuring that these types of partnerships are formalized and shared care is instituted will ensure collaborative planning.

- **Review the alignment of resources and levels of need**

Develop a clear understanding in the community of what resources are connected to what depth of support needed, in particular through alignment with the SPDAT. This will provide direction for service providers and clarity in terms of system flow.

- **Focus the scope of TBDSSAB TOSW staff**

Ensure that TOSW staff understand what role they are playing in the grand scheme of system response and at what point in people's journeys they provide support, and until when. Providing this clarity allows TOSW workers to focus on their role, develop strategic attention towards their portion of the system's work and give them more time to thoroughly support the individuals on their caseloads.

- **Complete system mapping in collaboration with partners**

Consistency was also required amongst the roles of stakeholder partners to understand their role within the strategic homelessness response. Unpacking who completes what work, when and how will also help providers highlight gaps and/ or duplications. Establish community definitions for what each type of provider does, how and when.

Aligning Community Resources

Value alignment and collaboration within the housing and homelessness sector were identified as community strengths throughout all interviews. Organizations were noted as working well together and wanting to formalize their collaboration. They came with a desire to work together and support one another. Organizations felt that they could count on one another and that pathways existed for support, although they were not formalized. With this as a foundation, providers were consistently looking for a concrete and strategic vision and, most importantly, leadership. Providers also knew that solutions were never going to be monolithic or global—that there was no silver bullet. However, all were motivated and believed there was a way forward with strong and concerted leadership. The need for a strategic community vision was seen as paramount.

TBDSSAB has strong community connections and service providers that are well embedded in the community fabric of social services. They value each other and each other's contributions. To deepen this work, relationships need to be taken from the level of individual relationships to system partnerships. This applies not just to social service organizations but also landlords and affects how these relationships are engaged, maintained and nurtured. Overall, providers were looking for strong strategic leadership when it came to partnership and TBDSSAB is ideally positioned to lead this work. As well, as data collection increases on the part of the District and more disaggregated data is available on demographics, trends and inflow/outflow, it'll be crucial to use this information strategically to determine future partnership development and any taskforces that may need to come together in the community. To invest into this direction, the following recommendations would be of benefit:

- **Identify and formalize community partnerships**

Ensure that the partners that work closest with the homelessness and housing sector are clearly identified and engaged in an MOU process that outlines how the sectors work together, how they check in about systemic challenges, how care conferencing is completed and how referrals occur. This is a great opportunity to discuss the District's vision and any support with prioritization that may be a part of that vision. Define and socialize with providers how these systems are engaged, when and through what processes.

- **Build crucial inroads with First Nations**

Fostering relationship with First Nations is a system priority and shouldn't be solely a worker-to-worker responsibility. Creating strong linkages, assigning a trauma-informed and culturally responsive relationship manager on the side of the TBDSSAB and outlining how resources are managed, accessed and by whom will be crucial to support the District's primarily Indigenous clients. Approaching this work from a position of relationship first is paramount.

- **Utilize data to direct partnership development**

As communities track data to understand the real time and evolving needs of their population, responding in a nimble and active way through partnership development and the launch of taskforces to respond to persistent issues is responsive and action-oriented. There are numerous sub-populations in Thunder Bay District that require some careful and formalized linkages and, at times, community mobilization. Continuing data tracking through these processes will allow the TBDSSAB to monitor impact.

- **Develop and launch a landlord engagement strategy**

A robust landlord engagement strategy would support move-ons from transitional, supportive and community housing and decrease the reliance on TBDSSAB resources to resolve most individuals' homelessness. This saves the community's most highly supported resources for those most in need. This approach opens up capacity on the part of providers and reduces duplication in an environment where each provider is completing multiple calls to individual landlords instead of having one space to access information. Providing consistent education and relationship management to the landlords also creates inroads in community narratives and discrimination.

Increase Capacity to Support Those with Complex Needs

Thunder Bay District has the benefit of having many incredibly committed community organizations take part of the work to end homelessness. There are mission-driven organizations and dedicated staff that care deeply about the individuals who are experiencing sheltered and unsheltered homelessness. Staff have strong values and a drive to move this work forward. Making available housing-focused tools, templates and resources for staff will increase consistency and professionalism in service for participants across providers. Opportunities for level-setting in terms of evidence-informed practices were seen across organization types. As the TBDSSAB is already engaged in a practice of anchoring conversations in the importance of data, and offering various training upon request, it is in a great position to expand these services in providing system-wide regular training and access to widely shared and implemented case management and support tools to standardize the client experience.

The TBDSSAB is positioned at a nexus of strong community relationships, trust in homelessness response and connection to various service delivery partners. This creates an incredible opportunity to support the community through consistent resourcing to level up the services provided. Organizations were open about their challenges with data collection and their pressing need for a shared trauma-informed data management and documentation system so individuals can be supported by not having to retell their story and to understand their historical challenges, triggers and previous supports. The District has the more advanced pieces of the puzzle in place—the culture, the values. This is a good time to go back to basics in terms of ensuring consistency in structure. This can be supported through the following opportunities:

- **Provide regular access to foundational best practices and case management training**

Increase opportunities during onboarding and ongoing training for a variety of foundational case management best practices such as trauma-informed care, documentation, privacy, housing-focused conversations, the SPDAT as a case management tool, cultural competence and care conferencing. This will ensure a strong base for all staff in the homelessness response sector and provide opportunities to practice important skills.

- **Extend training to community partners**

Ensuring that identified community partners also have access to training that occurs for front-line and leadership staff throughout the community is a great way to build bridges and also share the knowledge of how to best support those experiencing homelessness. This will increase trauma-informed approaches throughout the District and provide some common language for providers across sectors.

- **Institute the use of strong case management processes**

While training gives staff the skills to support individuals with complex needs, strong case management processes will give the process structure throughout the District. Sharing, socializing these tools and when possible, embedding them in funding agreements will increase capacity for staff and consistency for clients.

- **Operationalize data collection and integrate it into staff workflow**

The use of data collection protocols that integrate into staff workflow is key to a well-functioning system that collects consistent, practical and results-oriented data. These protocols exist to support staff, collaboration with other providers and the TBDSSAB in monitoring results and ensuring high-quality data. They reduce the risk of poor-quality data and create a base for data reliability. Staff coaching and resources are critical around consistency and buy-in, which can entail using data to structure and drive team meetings and service delivery.

Community Housing

The TBDSSAB's community housing buildings are a crucial and pivotal piece of the local homelessness and housing need response. Units are prioritized for those experiencing chronic homelessness and high depth of need. TBDSSAB staff support these units as part of their caseload. They are a realistic and often-used way for individuals to exit homelessness in the community. The District works hard to ensure the units are lower barrier in terms of access by allowing pets and accepting individuals with various complex and co-occurring needs.

With these significant efforts at accessibility in mind, OrgCode noted that there were opportunities to improve cleanliness, health and safety for tenants. Both staff and community partners voiced significant concerns for the well-being of tenants and staff. To address the sustainability of tenancies of individuals exiting homelessness in community housing, their quality of life and the perspective that the community currently has on community housing buildings, wrapping consistent supports around participants will be crucial. Part of this work is defining roles and responsibilities and support pathways for tenants.

TBDSSAB has a strong investment in the spirit of community housing—lower barrier services, strong prioritization for the most vulnerable and staff who are invested in ensuring people stay housed. What is needed now is a shift towards creating high-quality living for community housing tenants, rebalancing the ratios of tenants to staff based on need while ensuring consistent and systemic supports are in place. Integrating tenants more significantly into the community and neighbourhoods will also present opportunities for a larger change in how these spaces are discussed in the District. To realize this, the following opportunities are recommended:

- **Clarify the structure of support for tenants**

Ensuring that all tenants housed from the High Needs Homeless list are linked to long-term case management supports before being housed will set the most vulnerable tenants up for success and reduce crises in the building. Similarly, embedding eviction prevention in the support roles with clear, concrete and systemic processes will also allow for a strengths-focused and preventative focus to housing retention. Furthermore, it will be important to consider building saturation and ensure that if tenants with high and complex needs make up more than 15% of the building's tenants that 24/7 supports are provided on-site.

- **Align roles and responsibilities**

Creating clear delineations in roles and responsibilities for the staff (custodians, TOSW, and Tenant Supports) currently involved in community housing buildings will lessen burnout, ensure tenants are receiving professional services and create clarity for community partners, staff and tenants.

- **Increase and monitor housing satisfaction and social integration**

The research is clear that key protective factors for successful tenancies for tenants is feeling like they have a sense of home in terms of the aesthetics of their spaces and their housing satisfaction. Community housing should also be a space of stability and belonging. Investing in the increased capacity of Tenant Supports to create spaces for tenants to have ongoing and consistent chances to connect with others, contribute to

the community/ neighbourhood and engage in meaningful activities contributes to the strengths and successes of tenants and their tenancies. This would ensure that tenants build communities within and outside of their buildings, preparing them for potential move-ons. Growing a strong community housing culture within the building and strong community participation outside of it will develop crucial skills for people to engage with their community and reduce stigma throughout the District. Similarly, invest in the capacity of Custodians to keep places clean by avoiding scope creep in their roles, ensuring spaces are satisfactory in terms of cleanliness and upkeep and that the units feel like home to tenants. Institute feedback loops for community housing tenants to provide their perspectives on these measures and implement regular cycles of evaluation and change.

- **Share the story of community housing growth with the community**

The community survey brought to light a negative perspective on community housing buildings, particularly in the City of Thunder Bay. This impacted how tenants were viewed in the community, how the TBDSSAB's work was seen in the community and resulted in implications around future builds and community reception of these. Creating a roadmap to address the concerns in community housing buildings and consistently socializing successes and changes will allow for a new narrative to slowly build in how buildings are perceived.

Section 5: Recommendations and Opportunities for Action

The recommendations throughout this report are a result of insights gleaned from data analysis, investigation into alignment with evidence-informed practices and the crucial voices of community members, including people with lived and living experience, devoted services providers, and engaged community members throughout Thunder Bay District. They are identified to assist and guide the TBDSSAB in its work and its partnerships towards an intentionally housing-focused and high-functioning homelessness response. This is a response that is rooted in stronger housing outcomes for people experiencing or

at risk of chronic homelessness and unsheltered homelessness, improved pathways to and through support, and clarity amongst these pathways from providers and participants. The recommendations are organized as follows:

Ensure strong foundations for system responses to Homelessness

- Define and clarify community leadership processes for homelessness response
- Prioritize establishing data sharing models rooted in community values and priorities
- Strengthen responses that are Indigenous-designed and Indigenous-led by addressing system partnerships, types of units built and how policies are co-designed and implemented
- Align reporting structures with system goals
- Expand permanent housing and supports throughout the District

Invest in Community Engagement and Communication

- Develop and launch a proactive homelessness response communications strategy
- Optimize Community Liaison Committees for contested developments or ongoing services that are facing pushback

Prioritize concerted, assertive and housing-focused encampment response

- Develop Thunder Bay District Encampment Service Standards through the City of Thunder Bay's efforts to convene stakeholders
- Ensure response to encampments is housing-focused and solutions-oriented
- Evaluate shelter access and barriers
- Deepen encampment data collection

Standardize pathways through services

- Standardize and formalize homelessness prevention and shelter diversion
- Invest in strong data collection processes for homelessness inflow and prevention/diversion work

- Prioritize upstream prevention through community taskforces and targeted partnerships
- Review the alignment of resources and levels of need
- Focus the scope of TBDSSAB TOSW staff
- Complete system mapping in collaboration with partners

Align community resources towards community goals

- Identify and formalize community partnerships
- Build crucial inroads with First Nations
- Utilize data to direct partnership development
- Develop and launch a landlord engagement strategy

Increase Capacity to Support Those with Complex Needs

- Provide regular access to foundational best practices and case management training
- Extend training to community partners
- Institute the use of strong case management processes
- Operationalize data collection and integrate it into staff workflow

Invest in the sustainability and excellence of community housing

- Clarify the structure of support for tenants
- Align roles and responsibilities
- Increase and monitor housing satisfaction and social integration
- Share the story of community housing growth with the community

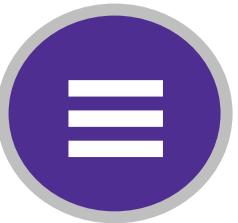
Report No. 2026-05 TBDSSAB Quarterly Operational Report

4th Quarter Operational Report

October 1st – December 31st, 2025



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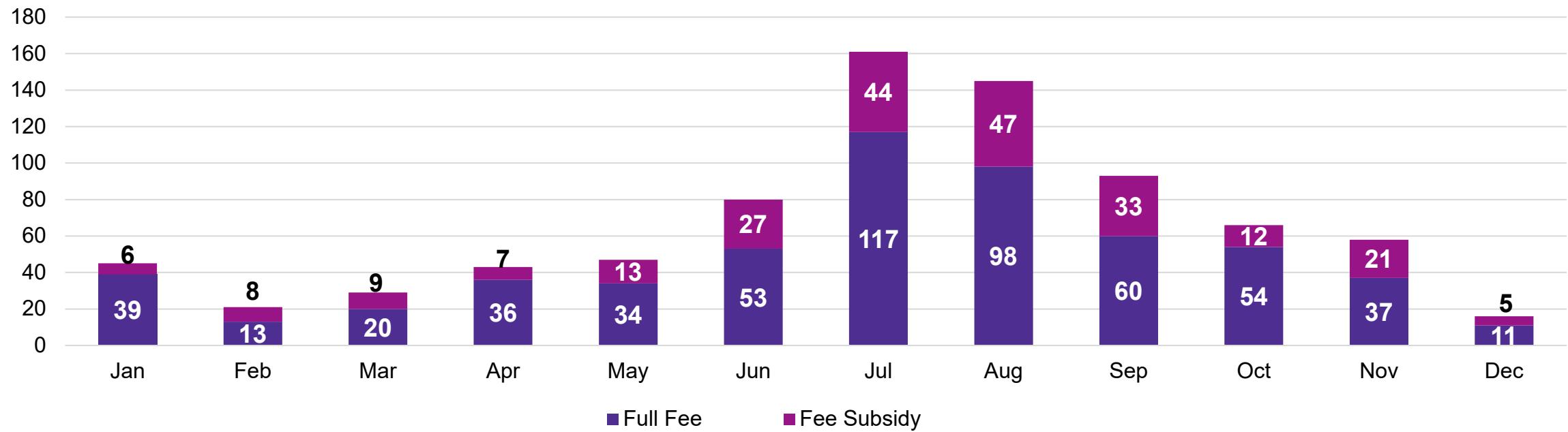
Child Care and Early Years: Placed Children



Total # of Children placed in 2025

804

Number of Placed Children



Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy

1,824

Number of Families Applying for a Full Fee Space

3,395

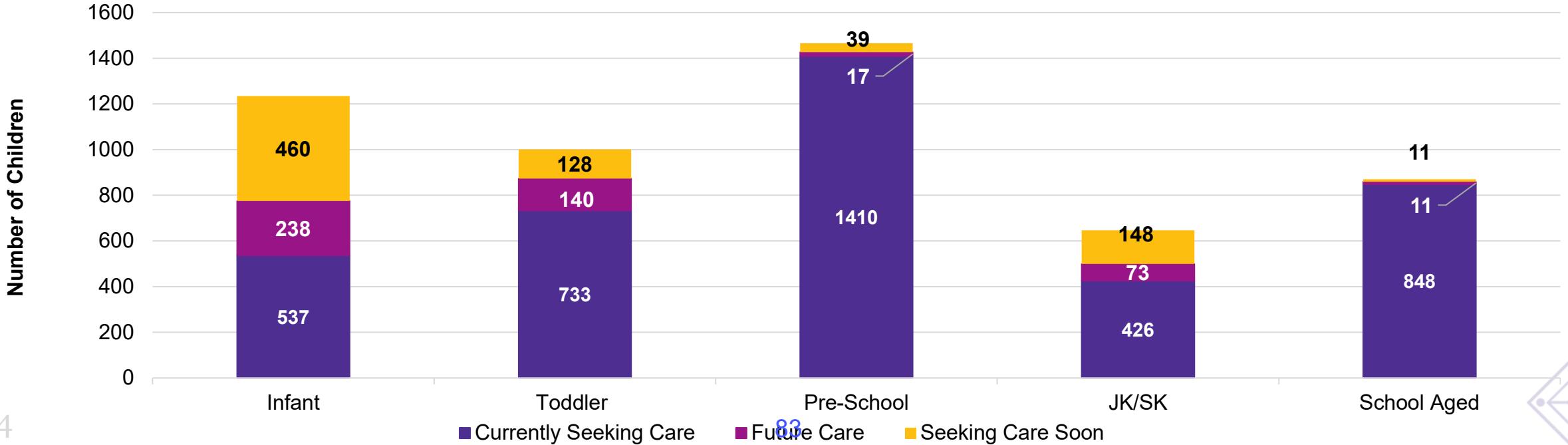
Number of Families Applying for Special Needs Services

86

Total Number of Placed Children in Q4

140

Total Child Care Waitlist and Children Currently Waiting for Care (Individual/Unique Children)



Child Care and Early Years: Waitlist



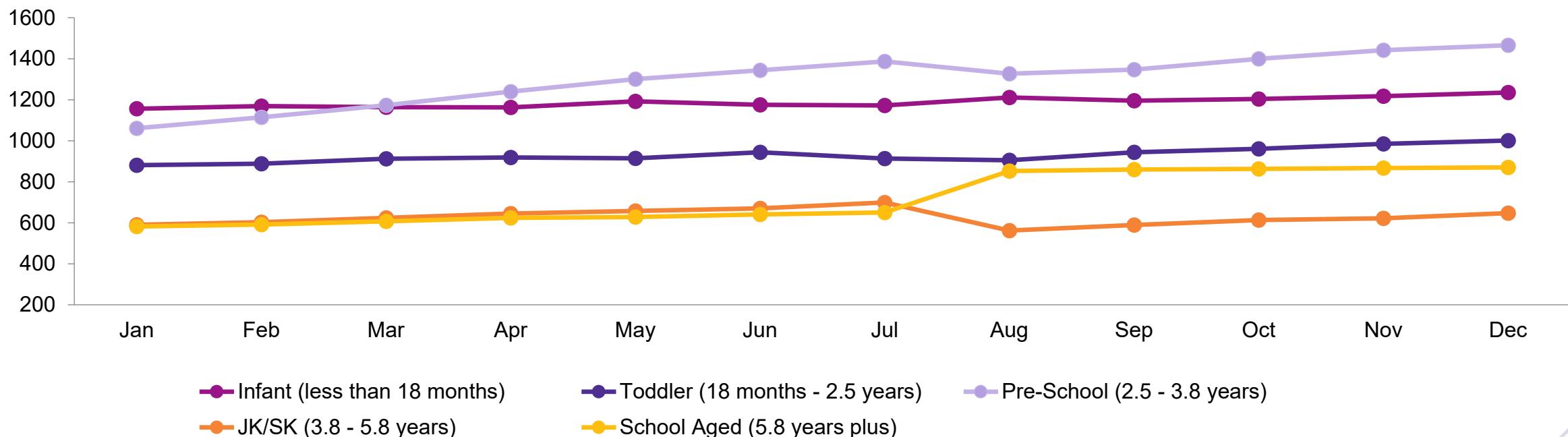
Total Waitlist at end of Q4 2025

5,219

Percent of Waitlist Currently Seeking Care at end of Q4 2025

76%

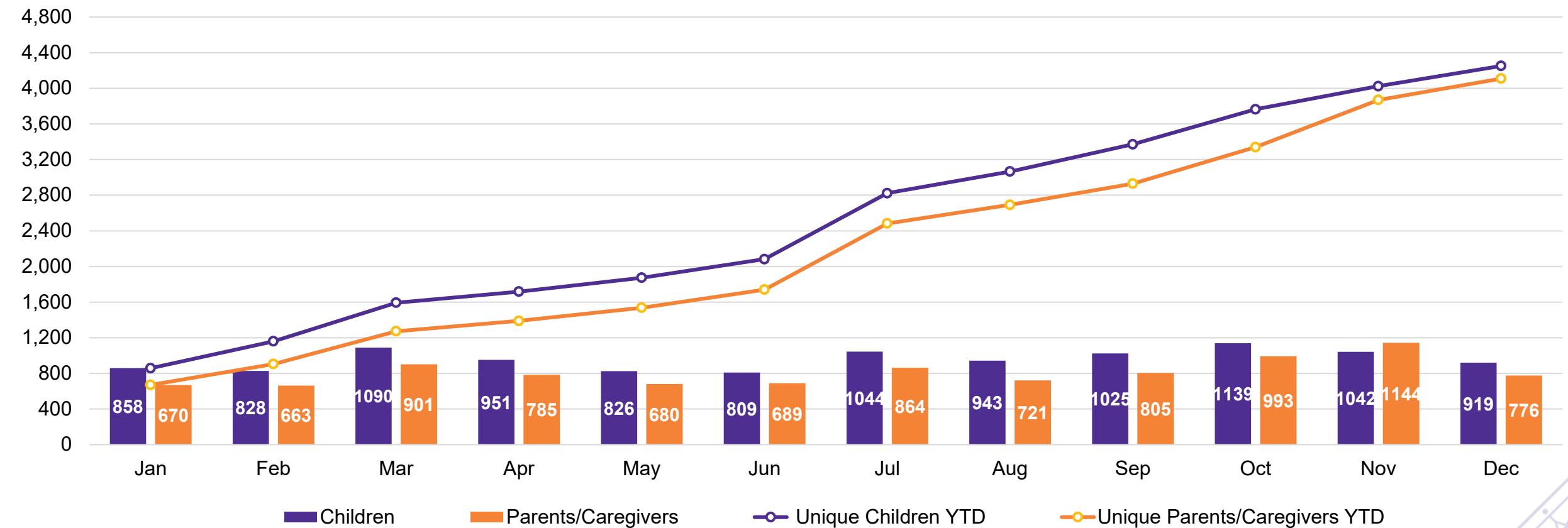
Total Waitlist Trends by Program: 2025



Child Care and Early Years: EarlyON



Unique 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	269	166
Anishnawbe Mushkiki	Thunder Bay	558	443
Bingwi Neyaashi Anishinaabek EarlyON Centre	Thunder Bay	52	46
Brass Bell Family Resource Centre	Manitouwadge	208	154
Brass Bell Family Resource Centre	Nipigon	77	53
Brass Bell Family Resource Centre	Schreiber	191	171
Brass Bell Family Resource Centre	Terrace Bay	57	46
Brass Bell Family Resource Centre	Dorion	118	99
Brass Bell Family Resource Centre	Red Rock	174	139
Centre Grandir en Francais	Thunder Bay	8	15
Children and Family Centre - Confederation College Campus*	Thunder Bay	0	0



Child Care and Early Years: EarlyON



EarlyON Site	Location	Total Visits (Children)	Total Visits (Parent-Caregiver)
Children and Family Centre - Algonquin Public School	Thunder Bay	282	260
Children and Family Centre - Our Lady of Charity Catholic School	Thunder Bay	299	257
Communities Together for Children (Northwood)	Thunder Bay	2296	1923
Early Years Community Site - Intercity Mall	Thunder Bay	858	791
Rural Family Centre- Gorham And Ware School	Lappe	12	12
Rural Family Centre - Whitefish Valley School	Kakabeka	20	27
Rural Family Centre - Murillo	Murillo	558	432
Greenstone EarlyON	Geraldton	259	193
Marathon Children and Family Centre	Marathon	33	35
Thunderbird Child and Family Centre	Longlac	100	87
Waabogonee EarlyON Centre	Thunder Bay	341	585



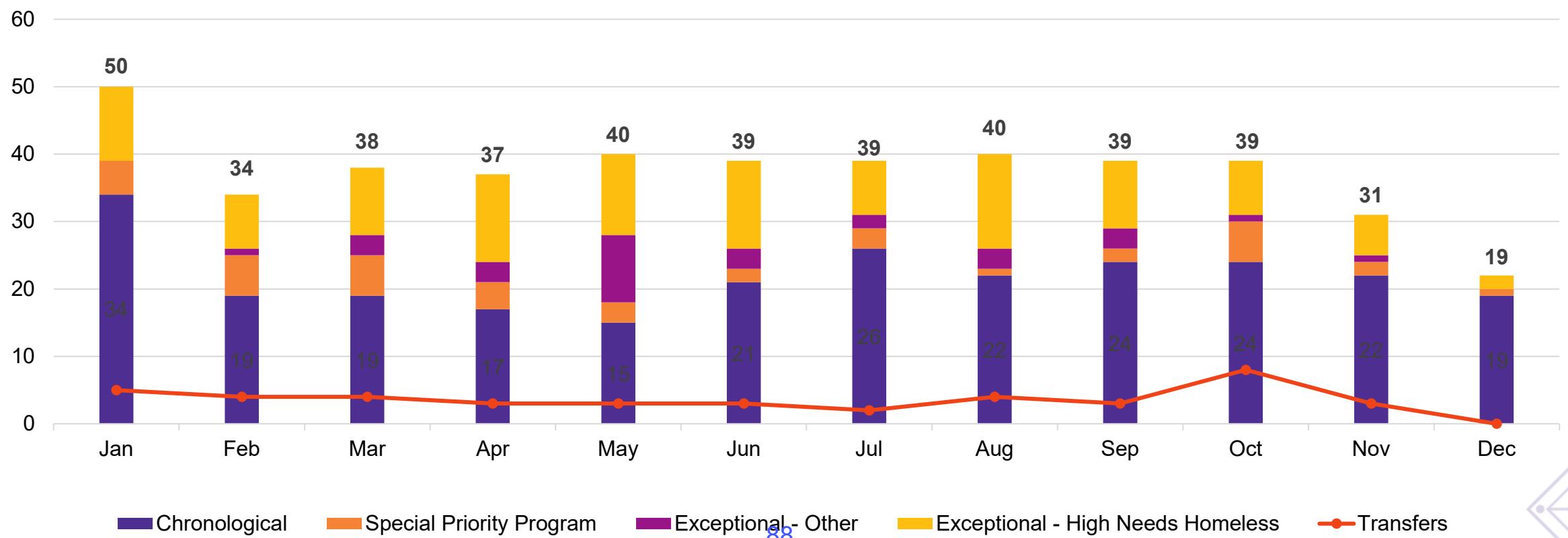
Housing: Applicants Housed



Total Housed YTD

448

Total Number of Applicants Housed Per Month



Transitional & Supportive Housing: Applicants Housed



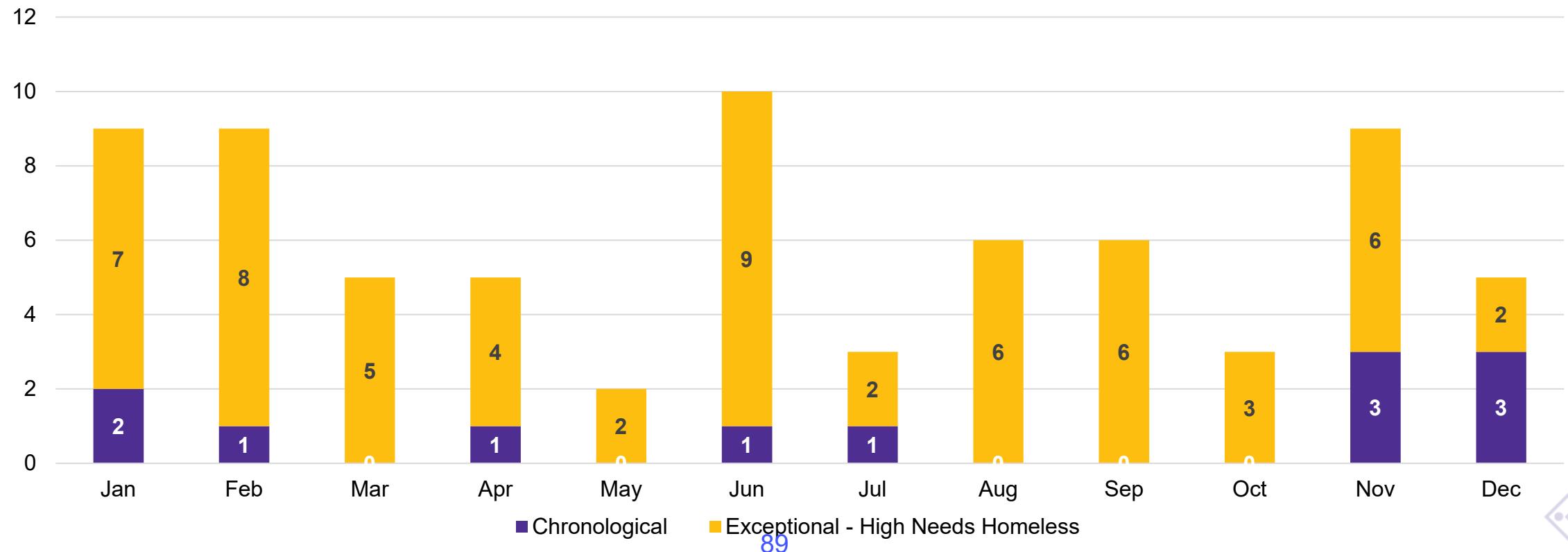
Total Housed Through Transitional and Supportive Housing YTD

72

Total HNH Housed Through Transitional and Supportive Housing YTD

60

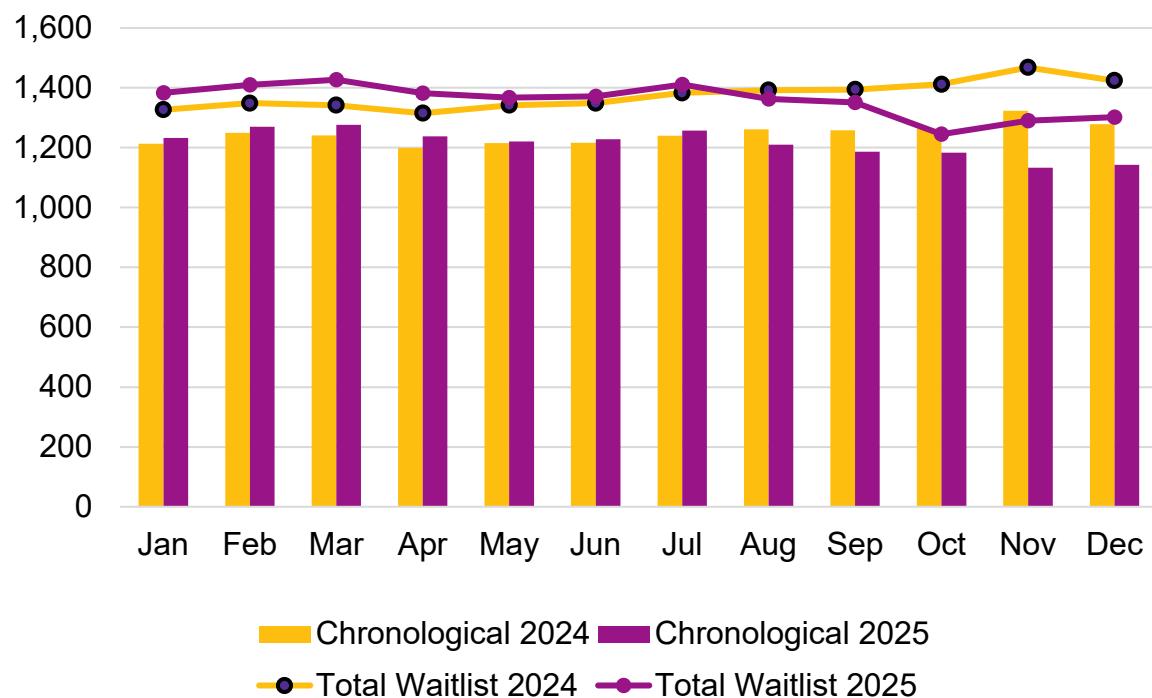
Total Number of Applicants Housed Through Transitional and Supportive Housing



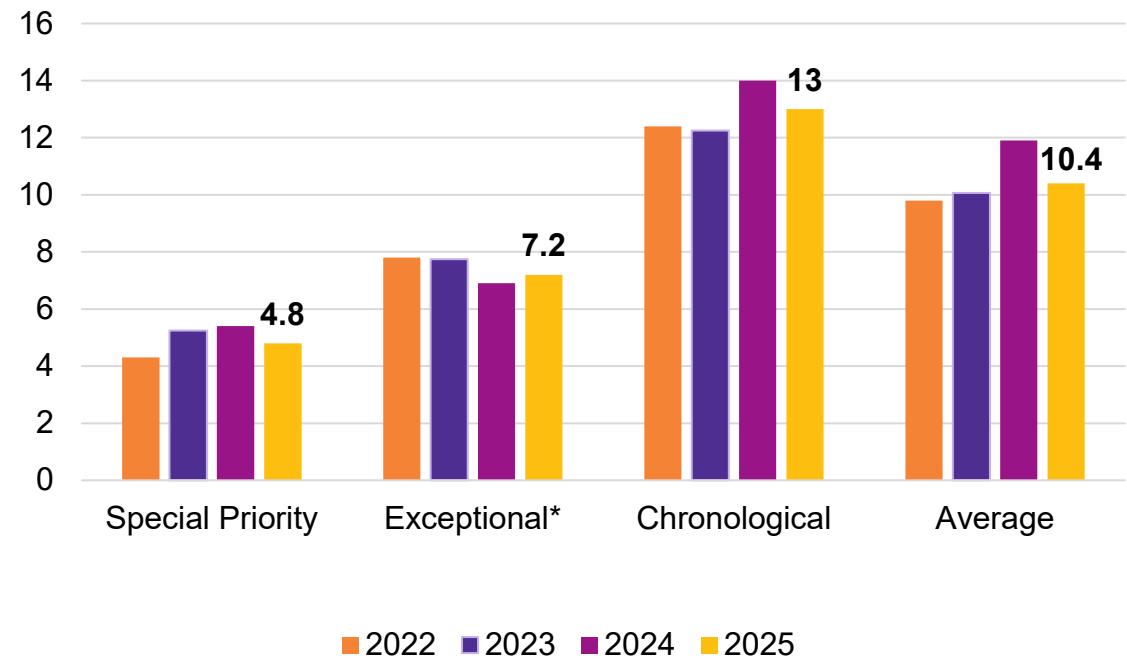
Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months

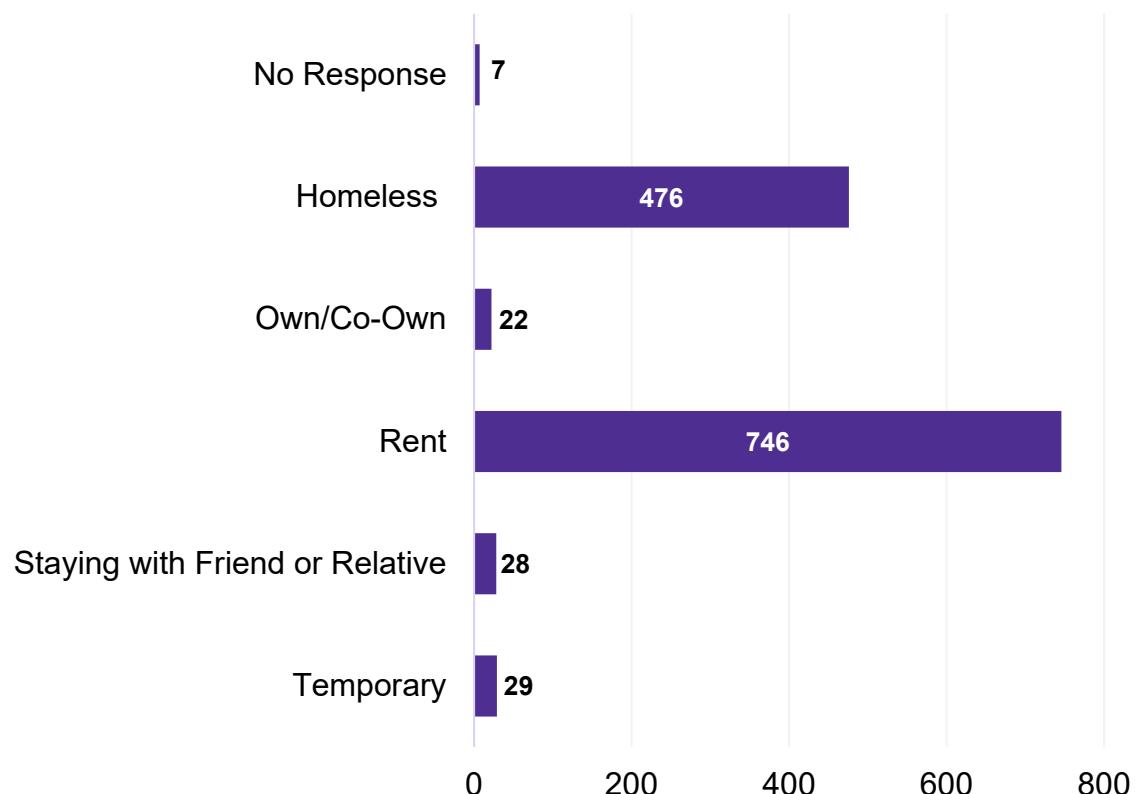


*Exceptional = Medical + Family Reunification + High Needs Homeless Priority

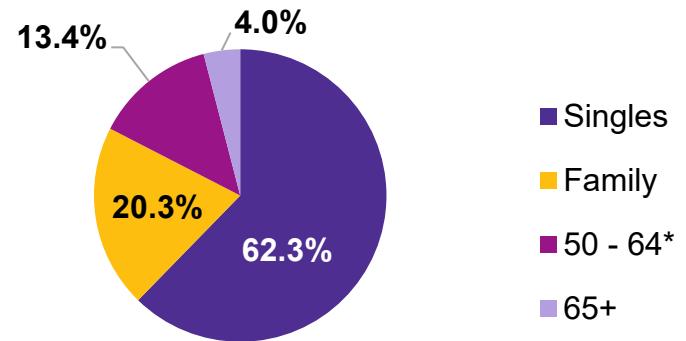
Housing: Applicants' Data



Current Housing Status of Applicants, as at end of Q4^{1,2}

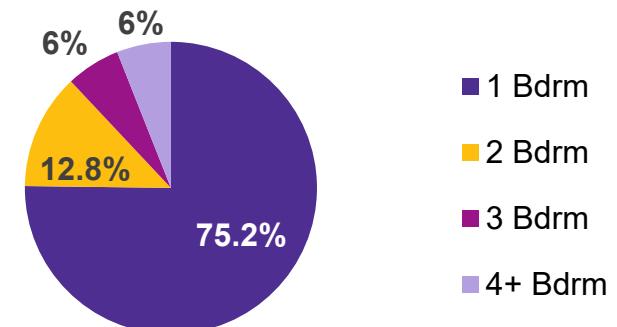


Household Type Demand, as at end of Q4



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

Unit Type Demand, as at end of Q4



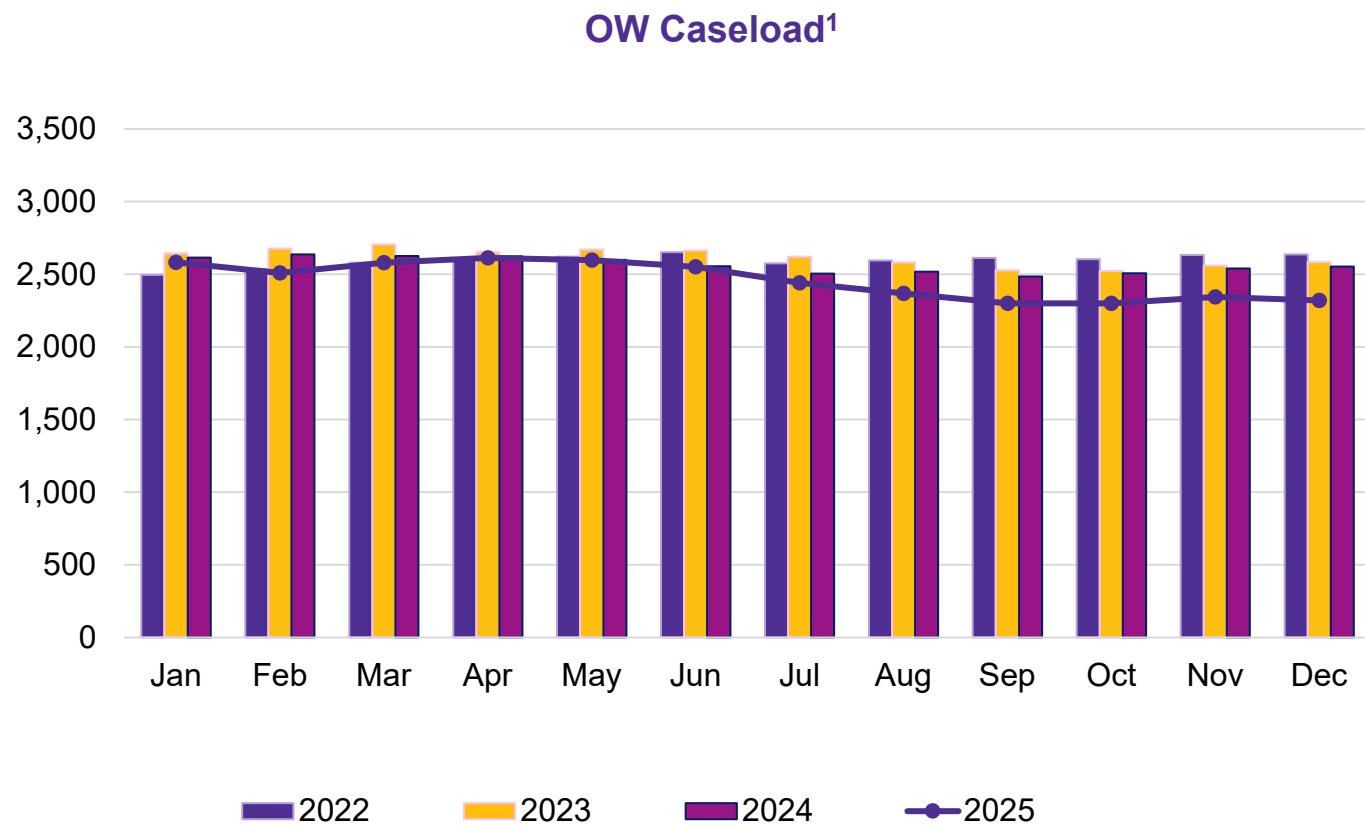
Housing: Emergency Shelter Use



Emergency Shelter	Max Beds	October Average Usage	November Average Usage	December Average Usage
Shelter House	72	53	63	79
Salvation Army	41	30	38	42
Urban Abbey Women's Shelter	20	4	6	9
Urban Abbey Overflow ¹	25	0	12	31
Grace Place Out of the Cold	35	13	25	30



Ontario Works: Caseload



Number of Cases at end of Q4	
OW Caseload	2,320
Temp Care Cases	156
ODSP Caseload ²	43

Ontario Works: Caseload Profiles



Demographic Information

Cases¹ (Unique Count) by Family Structure

Family Structure	Year	
	2024	2025
Singles without children	2,861	3,017
Singles with children	1,087	989
Couples without children	48	58
Couples with children	139	148
All Cases²	4,135	4,212

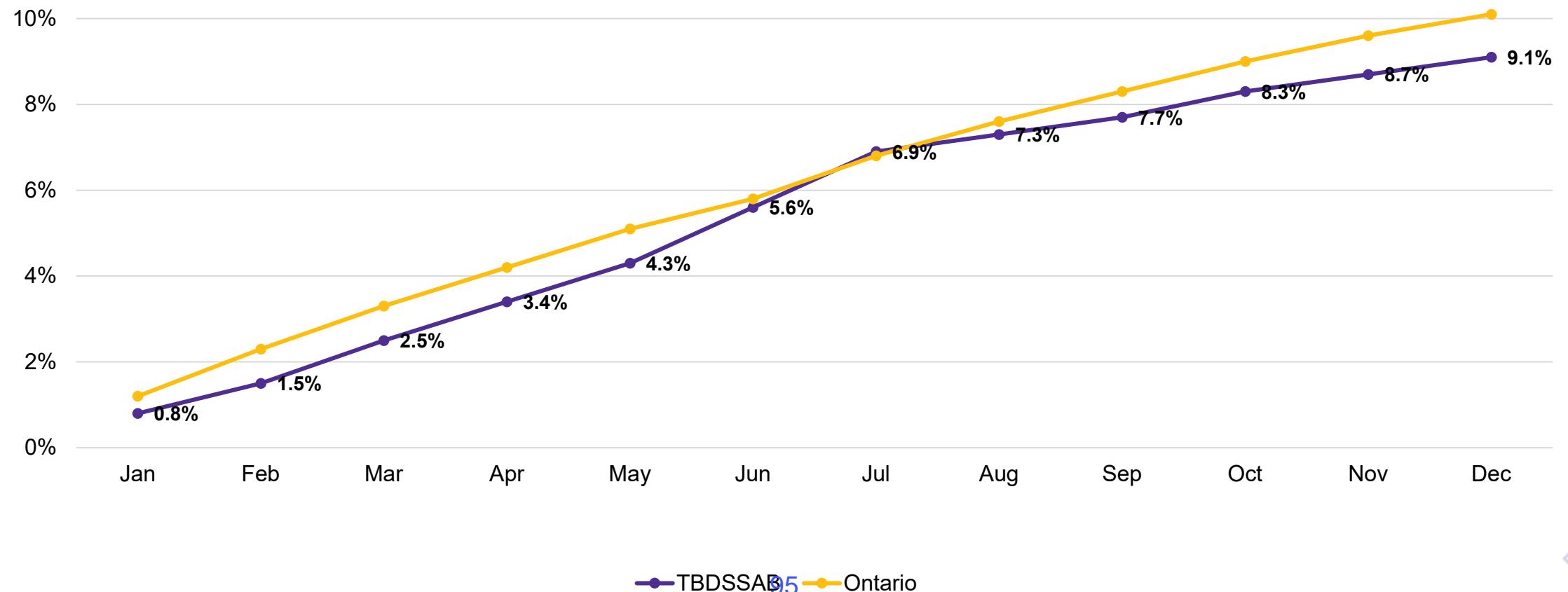
Active Adults (Unique Count) by Level of Education

Level of Education	Year	
	2024	2025
Grade 1-8	160	136
Grade 9-11	1,338	1,118
Grade 12-13	1,152	1,030
Post Secondary	583	518
All Adults²	3,233	2,802

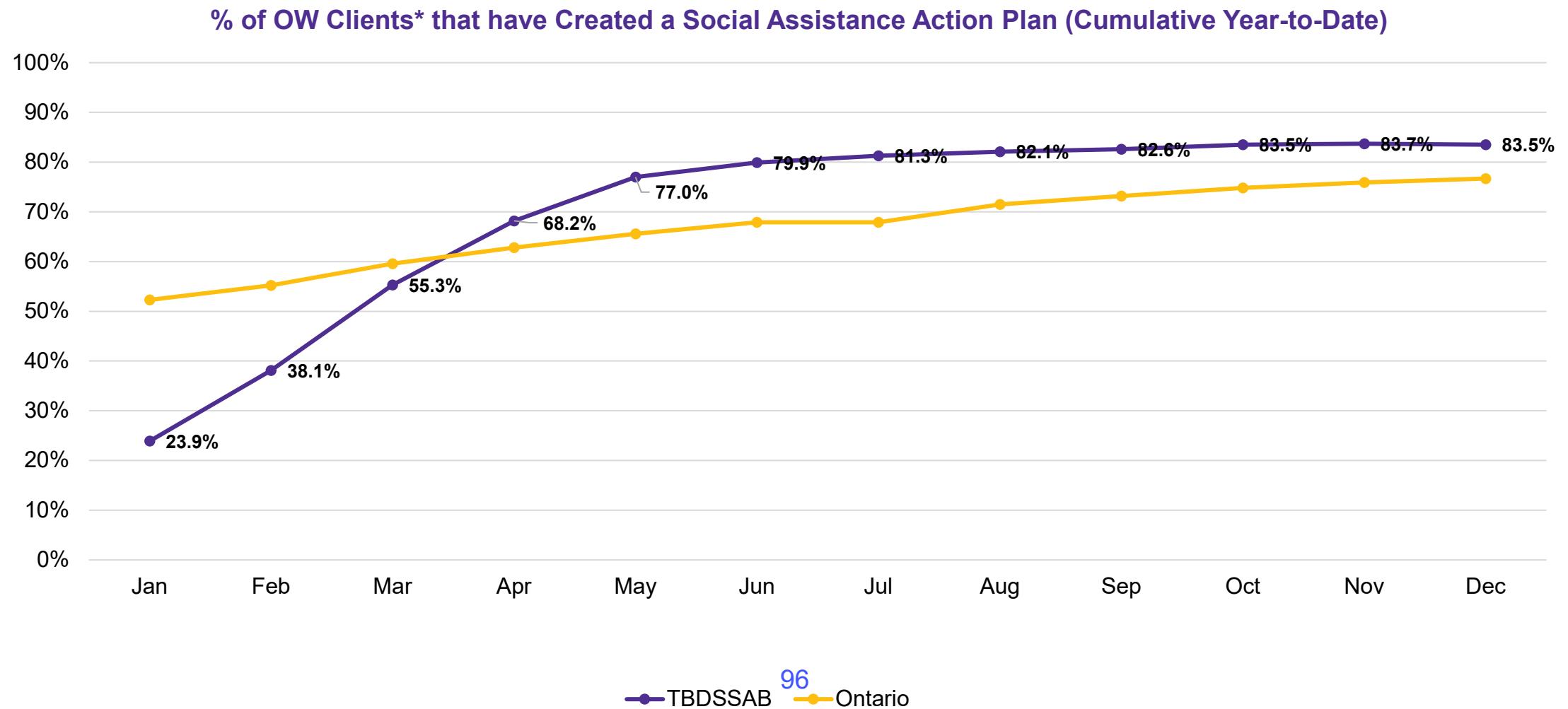
Ontario Works: Employment Assistance Services



% of OW Caseload Exiting to Employment (Cumulative Year-to-Date)



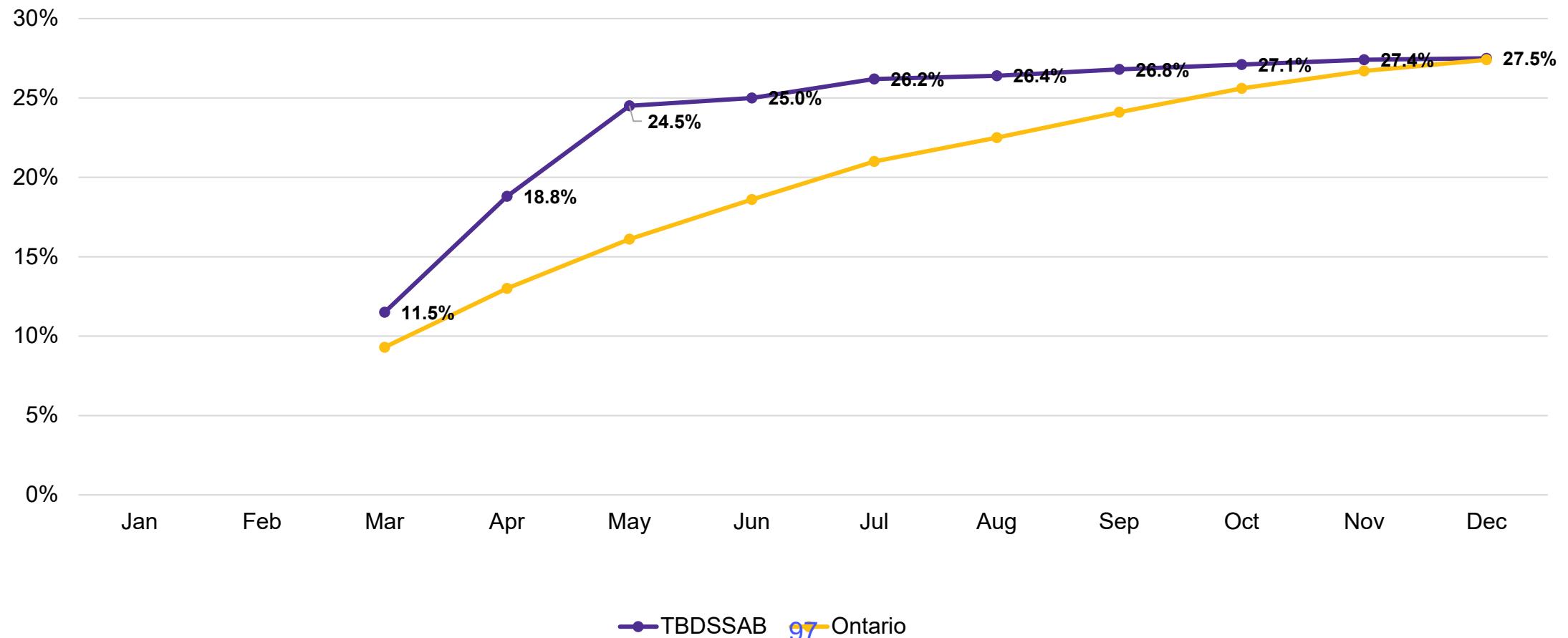
Ontario Works: Employment Assistance Services



Ontario Works: Employment Assistance Services



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



Report No. 2026-05 TBDSSAB Quarterly Operational Report

4th Quarter Operational Report

October 1st – December 31st, 2025





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

BOARD REPORT

REPORT No.: 2026-06

MEETING DATE: FEBRUARY 19, 2026

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

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2025 fourth 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 there 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 December 31, 2025, the overall progress on the plan is 64%.

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

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

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	5	1	92%
	2: Fostering an Engaged and Collaborative Culture	7	3	2	63%
Compassion	3: Humanizing Human Services	8	2	2	36%
	4: Encouraging Advocacy & Awareness	9	6	1	70%
Excellence	5: Fostering Innovation and Progress	6	2	3	53%
	6: Promoting Reconciliation & Inclusion	5	3	1	70%
	Summary	41 Objectives	21 Completed	10 Underway	64% Progress

Table 2: Updates on Objectives

Objectives	Notes	Progress (%)
STRATEGY 1: Sustaining our Internal Knowledge Base		
1.1 Develop an organization-wide knowledge sharing and transfer plan.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.2 Plan and implement a schedule for annual cross-departmental staff team building and information sharing opportunities.	Reported complete in 2024-Q2: RPT 2024-32	100%
1.3 Implement knowledge sharing and transfer plan.	Reported complete in 2025-Q3. RPT 2025-43	100%
1.4 Implement values-based hiring.	Reported complete in 2024-Q3: RPT 2024-47	100%
1.5 Each department hosts an information sharing session.	Reported complete in 2025-Q2: RPT 2025-31	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 Q1 2026 to meet goal by 2027.	50%

STRATEGY 2: Fostering an Engaged and Collaborative Culture		
2.1 Conduct a staff engagement survey.	Reported complete in 2024-Q3: RPT 2024-47	100%
2.2 Engage with staff to determine preferred communication for organizational/system change.	Reported complete in 2025-Q2: RPT 2025-31	100%
2.3 Develop a transition plan with staff input related to social assistance modernization.	Reported complete in 2024-Q4: RPT 2025-07	100%
2.4 Implement a plan for staff engagement based on survey results.	2-year action plan, including big-picture staff engagement strategy, on track to be implemented in 2026.	70%
2.5 Implement a process for staff to submit solutions-based ideas and feedback.	Multiple processes implemented in 2025 to increase access to CEO and HR and share feedback. Additional solutions will be included as part of big-picture engagement strategy linked to objective 2.4 (for implementation in 2026).	70%
STRATEGY 3: Humanizing Human Services		
3.1 Review current engagement strategies and develop a plan to increase feedback from staff and people with lived and living experience (PWLLE) to inform advocacy and anti-stigma initiatives.	Reported complete in 2024-Q4: RPT 2025-07	100%
3.2 Establish baseline data related to how many service recipients [could benefit from] mental health and addictions services.	Completed in December 2025.	100%
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. On track to complete in early 2026.	50%
3.4 Four culturally safe spaces available across TBDSSAB properties.	In planning stage. Implementation deferred to 2026.	30%

STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Reported complete in 2024-Q4: <u>RPT 2025-07</u>	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Reported complete in 2024-Q4: <u>RPT 2025-07</u>	100%
4.3 Board advocates for more community policing.	Reported complete in 2025-Q2: <u>RPT 2025-31</u>	100%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Reported complete in 2025-Q2: <u>RPT 2025-31</u>	100%
4.5 Implement a public education and awareness campaign related to CCEY system.	Reported complete in 2025-Q3. <u>RPT 2025-43</u>	100%
4.6 Implement two new tactics to support advocacy initiatives.	Reported complete in 2025-Q2: <u>RPT 2025-31</u>	100%
4.7 Hold four information sharing events for targeted stakeholder audiences to increase awareness of TBDSSAB's role in the community.	Target audiences and timeframes have been identified. Information sessions with targeted stakeholder groups will be scheduled in 2026.	30%

STRATEGY 5: Fostering Innovation and Progress		
5.1 Assess organizational knowledge of Performance Based Budgeting and outcomes and develop continuous improvement plan.	Reported complete in 2025-Q3. <u>RPT 2025-43</u>	100%
5.2 Assess current data collection to align data practices with our strategic goals.	Report complete in 2025-Q1: <u>RPT 2025-19</u>	100%
5.3 Conduct an evaluation of tech hubs to inform an expansion plan.	Will be complete in Q1 2026.	80%
5.4 Implement and evaluate continuous improvement plan for Performance Based Budgeting.	New KPIs created in alignment with Performance Based Budgeting continuous improvement plan. Implemented for 2026 budget cycle. Ongoing evaluation to begin in 2026.	28%
5.5 Implement source system management data and integrity project	Strategy has been defined. Project on track for 2026 implementation.	8%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Reported complete in 2024-Q4: <u>RPT 2025-07</u>	100%
6.2 Board education about reconciliation.	Reported complete in 2024-Q4: <u>RPT 2025-07</u>	100%
6.3 Conduct a Diversity Equity and Inclusion (DEI) survey to gauge organizational DEI priorities, including long-term staff education needs.	Reported complete in 2025-Q2: <u>RPT 2025-31</u>	100%
6.4 Develop and implement a plan for organizational improvement and education in DEI based on survey results.	DEI Table administered staff survey in Q2. Survey results will be used to plan education and organizational improvement activities.	30%

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



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

BOARD REPORT

REPORT No.: **2026-07**

MEETING DATE: **FEBRUARY 19, 2026**

SUBJECT: **ADVOCACY & ENGAGEMENT ANNUAL UPDATE**

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with an annual update on advocacy and engagement activities completed by the Board and/or Administration.

BACKGROUND

The Board approved an Advocacy & Engagement Policy & Procedure in September 2021, by Resolution No. 21/58.

The purpose of the Advocacy and Engagement Policy and Procedure is to establish a clear and consistent framework to guide TBDSSAB with the planning, implementation, and tracking of advocacy and engagement activities.

COMMENTS

The table below summarizes initiatives undertaken in 2025.

Table 1: Summary of Advocacy and Engagement Activities

Topics (grouped by similar theme/priority)	Activities (organized by headings in <i>Advocacy and Engagement Procedure</i> framework)
1) Housing & Homelessness Service System	Public Engagement <ul style="list-style-type: none">• Media Release and Impact Highlights shared for National Housing Day• Media Releases / Coverage related to Housing and Homelessness in 2025 = 10 TBDSSAB releases, 118 related media stories

<p><i>Activities related to supporting (and strengthening) the housing and homelessness prevention system.</i></p>	<p>Community Collaboration</p> <ul style="list-style-type: none"> • HPP Advisory Table • Collaborated with service providers to develop and launch the new Homelessness Service System Data Tool (HSSDT) <p>Formal Partnerships</p> <ul style="list-style-type: none"> • Housing Safety Unit with Thunder Bay Police Services. Training began fall 2025. • Seniors Accessibility Initiative via Thunder Bay Art Gallery. Workshops began in fall 2025. <p>Local Service System</p> <ul style="list-style-type: none"> • Contracted OrgCode to do community research for next 10 Year Housing and Homelessness Plan • Expression of interest for transitional/long-term supportive housing • Increased funding for Emergency Shelter spaces. # Spaces Added in 2025 = 45 <p>Broader Service System</p> <ul style="list-style-type: none"> • Shared data toward homelessness service system follow-up research with NOSDA, AMO, OMSSA, CMHA Ontario and HelpSeeker Technologies. <p>Policy Advocacy</p> <ul style="list-style-type: none"> • Position papers and delegation meetings requested related to Housing and Homelessness = 7
<p>2) Child Care & Early Years System</p> <p><i>Activities related to supporting (and strengthening) the child care and early years' service system.</i></p>	<p>Public engagement</p> <ul style="list-style-type: none"> • Media Release and Impact Highlights shared for CCW & ECE Appreciation Day • Resources developed and shared for families to recognize CCW & ECE Appreciation Day • Art contest held for CCW & ECE Appreciation Day. Open to children in child care and early years programs, the winning artwork was used in CCW & ECE Appreciation Day promotions. • Media releases/Coverage related to Child Care & Early Years in 2025 = 6 TBDSSAB releases, 17 related media stories • Free webinar offered to parents and caregivers

	<p>Community Collaboration</p> <ul style="list-style-type: none">• CCEY Advisory Table <p>Local Service System</p> <ul style="list-style-type: none">• Professional Learning Day hosted for educators from across the District of Thunder Bay• Ongoing funding agreements with Confederation College to support recruitment and retention of educators• Expression of Interest for expansion of licensed child care spaces• Service agreements in place to increase licensed CWELCC spaces by 196 <p>Formal Partnerships</p> <ul style="list-style-type: none">• Letter of support for parent program via TBDHU <p>Policy Advocacy:</p> <ul style="list-style-type: none">• Position papers and delegation meetings requested related to child care and early years = 2
<p>3) Social Assistance Programs</p> <p><i>Activities related to addressing local social assistance service needs.</i></p>	<p>Reflective Practice</p> <ul style="list-style-type: none">• Bi-Annual Ontario Works client satisfaction survey administered in 2025. <p>Public engagement</p> <ul style="list-style-type: none">• Public recognition of Social Work and Social Service Workers Week• Media releases/coverage related to Social Assistance Programs in 2025 = 4 TBDSSAB releases <p>Local Service System</p> <ul style="list-style-type: none">• Engaged with community employment partners to prepare for provincial employment system transformation in March 2025• Engaged community partners in resource mapping to increase awareness of local services and eligibility for referrals <p>Policy Advocacy:</p> <ul style="list-style-type: none">• Position papers and delegation meetings requested related to social assistance= 1

<p>4) Humanizing Human Services</p> <p><i>Activities related to engaging with service recipients and the public using a compassionate and person-centered approach.</i></p>	<p>Public Engagement</p> <ul style="list-style-type: none"> • Review communications materials using plain and welcoming language framework (ongoing) • Engage people with lived and living experience (PWLLE) through trauma-informed storytelling approaches (ongoing) <p>Community Participation</p> <ul style="list-style-type: none"> • Bronze Sponsor for Rockin' Recovery event via Thunder Bay Drug Strategy <p>Formal Partnerships</p> <ul style="list-style-type: none"> • Community Partner on Magnus Theatre “Collective Creation Project” for 2024-25 on the topic of poverty. Performance was in March 2025.
<p>5) Reconciliation & Inclusion</p> <p><i>Activities related to creating a culture of inclusion at TBDSSAB.</i></p>	<p>Internal Change</p> <ul style="list-style-type: none"> • Staff DEI Table increased opportunities for staff to educate and share cultural activities observed by staff and colleagues. <p>Reflective Practice</p> <ul style="list-style-type: none"> • DEI survey administered to all staff in 2025. <p>Community Collaboration</p> <ul style="list-style-type: none"> • Final engagement session held with Indigenous-led community partner organizations to finalize the Terms of Reference for an Indigenous Advisory Table to the Board. • Terms of reference approved by the Board in July 2025. Public Call for Nominations to Indigenous Advisory Table opened November 2025. <p>Community Participation</p> <ul style="list-style-type: none"> • Flag raised for Pride month • Flag raised for National Day for Truth and Reconciliation

STRATEGIC PLAN IMPACT

This report is related to the objectives included in TBDSSAB's 2020-2023 Strategic Plan under: “Advocate for our local, flexible solutions”, as well as objectives included in the 2024-2027 Strategic Plan under: “Encouraging Advocacy and Awareness”.

FINANCIAL IMPLICATIONS

There are no financial implications related to this report.

CONCLUSION

It is concluded that the annual Advocacy and Engagement update provides the Board with a summary of activities undertaken in 2025 and be received as presented.

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

From: [Tina Larocque](#)
To: [Glenda Flank](#)
Cc: [EA Inbox](#)
Subject: RE: Council Appointment on the Board of Directors
Date: January 16, 2026 12:14:24 PM
Attachments: [DSSAB Resolution for Council Appointments.pdf](#)

CAUTION: This email originated from outside the organization. Do not click any links or open any attachments unless you recognize the sender and know the content is safe. If you are unsure of the contents of the email or attachment, please contact I.T.

Hi Glenda,

Please see attached resolution.

Councillor Shelby Ch'ng is here at the office, can I let her know that someone will be contacting her about the next meeting dates and any onboarding?

Please advise,

Thanks, Tina

From: Glenda Flank <Glenda.Flank@tbdssab.ca>
Sent: January 16, 2026 12:00 PM
To: Tina Larocque <Tina.Larocque@thunderbay.ca>
Cc: EA Inbox <EA.Inbox@tbdssab.ca>
Subject: RE: Council Appointment on the Board of Directors

Good Afternoon

Can you please forward the resolution appointing Shelby Ch'ng to our Board to me. I do not currently have any notification that a change was made.

All arrangements will be made through me following the confirmation of the change.

I have copied my EA email on this as that would be the correct email address for me for Board related items.

Thanks

Glenda Flank, Executive Assistant to the CEO Ext. 2103

From: Tina Larocque <Tina.Larocque@thunderbay.ca>
Sent: January 16, 2026 11:17 AM
To: Glenda Flank <Glenda.Flank@tbdssab.ca>
Subject: Council Appointment on the Board of Directors

CAUTION: This email originated from outside the organization. Do not click any links or open any attachments unless you recognize the sender and know the content is safe. If you are unsure of the contents of the email or attachment, please contact I.T.

Good Morning,

I am hoping you can assist me or direct me to the correct person. Mayor Ken Boshcoff has stepped down from the DSSAB Board and at the December 2, 2025 Council meeting, Councillor Shelby Ch'ng was appointed to the Board.

Who can she contact for onboarding information and meeting dates and etc.

Thanks, Tina



Tina Larocque
Executive Administrator (Acting)
City Manager's Office
City Hall, 500 Donald Street East, P7E 5V3
[T] 807-625-2224
tina.larocque@thunderbay.ca
www.thunderbay.ca

Title: Council Appointments to Boards and Committees
Date: Tuesday, December 2, 2025
Time: 8:15 PM

MOVED BY: Councillor Greg Johnsen
SECONDED BY: Councillor Brian Hamilton

WITH RESPECT to the confidential memorandum from Tina Larocque, Coordinator – Boards, Committees and Special Projects dated November 17, 2025 relative to Council appointments to Committees and Boards, we recommend the following Council members be appointed for the remainder of a 4 year term expiring November 14, 2026, or until such time as a replacement has been appointed:

1. Community Safety and Well Being Committee: Councillor Dominic Pasqualino
2. The District of Thunder Bay Social Services Administration Board: Councillor Shelby Ch'ng
3. The Thunder Bay Community Auditorium Board: Councillor Kristen Oliver

YES: 12

NO: 0

ABSENT: 1

CARRIED

YES: 12

Mayor Ken Boshcoff	Councillor Albert Aiello	Councillor Mark Bentz	Councillor Shelby
Councillor Kasey Etreni	Councillor Andrew	Councillor Trevor	Ch'ng
Councillor Greg	Foulds	Giertuga	Councillor Brian
Johnsen	Councillor Kristen	Councillor Dominic	Hamilton
	Oliver	Pasqualino	Councillor Michael
			Zussino

NO: 0

ABSENT: 1

Councillor Rajni
Agarwal