



DATE OF MEETING: MAY 21, 2026

TIME OF MEETING: 10:00 AM

LOCATION OF MEETING: MICROSOFT TEAMS &
3RD 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. 26/29

THAT with respect to the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for May 21, 2026, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

DEPUTATIONS / PRESENTATIONSCLOSED SESSION MEETING

Administration recommends that the Board adjourn to a closed meeting relative to receipt of information with respect to personal matters about identifiable individuals, including employees of the Corporation and Board Members, a proposed or pending acquisition or disposition of land by the Corporation, a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute and with respect to security of the property of the Corporation, for consideration.

Resolution No. 26/30

THAT the Board adjourns to Closed Session relative to receipt of information with respect to personal matters about identifiable individuals, including employees of the Corporation and Board Members, a proposed or pending acquisition or disposition of land by the Corporation, a matter in respect of which a council, board, committee or other body may hold a closed meeting under another statute and with respect to security of the property of the Corporation.

MINUTES OF PREVIOUS MEETINGSBoard Meetings

Minutes of Meeting No. 07/2026 (Regular Session) and Meeting No. 08/2026 (Closed Session) of TBDSSAB, held on April 30, 2026, respectively, for confirmation.
(Pages 6 - 12)

Resolution No. 26/31

THAT the Minutes of Meeting No. 07/2026 (Regular Session) and Meeting No. 08/2026 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on April 30, 2026, respectively, be confirmed.

Annual General Meeting

Draft Minutes of the Twenty-Third Annual General Meeting of TBDSSAB, held on April 30, 2026, for information only. (Pages 13 - 16)

REPORTS OF ADMINISTRATION2026 Association of Municipalities of Ontario Position Papers

Report No. 2026-16 (Chief Executive Officer Division), relative to providing the Board with the position papers for the 2026 AMO Annual Conference, for consideration. (Pages 17 - 38)

Resolution No. 26/32

THAT with respect to Report No. 2026-16 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board (the Board) receive the 2026 Association of Municipalities of Ontario (AMO) Position Papers as presented;

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

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

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

AND THAT the CEO attend the 2026 AMO Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

Public Virtual Access to Board Meetings

Memorandum from Ken Ranta, CEO (Chief Executive Officer Division) dated April 27, 2026 relative to providing the Board with information on providing the public with virtual access to Board Meetings, for information only. (Pages 39 - 41)

TWOMO Election Returning Officer

Memorandum from Ken Ranta, CEO (Chief Executive Officer Division) dated April 24, 2026 relative to providing the Board with information and recommendation for appointing the TWOMO Election Returning Officer, for consideration. (Pages 42)

Resolution No. 26/33

THAT with respect to the Memorandum from Ken Ranta, Chief Executive Officer, we, The District of Thunder Bay Social Services Administration Board, appoint the Chief Executive Officer as the Returning Officer for the 2026 TWOMO election.

Protection of Privacy Policy – TWOMO Election

Report No. 2026-17 (Corporate Services Division), relative to providing the Board with a revised protection of privacy policy relative to the TWOMO Election, for consideration. (Pages 43 - 51)

Resolution No. 26/34

THAT with respect to Report No. 2026-17 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the revised Protection of Privacy policy as attached;

AND THAT the Chief Executive Officer be authorized to amend the Protection of Privacy policy with respect to housekeeping items, as may be required from time to time.

2024-27 Strategic Plan - 2026 First Quarter Update

Report No. 2026-18 (Chief Executive Officer Division), relative to providing the Board with the 2026 first quarter progress update on the 2024-27 Strategic Plan, for information only. (Pages 52 - 58)

2026 First Quarter Operational Report

Report No. 2026-19 (Integrated Social Services Division), relative to providing the Board with information containing the trends within TBDSSAB programs and services, for information only. (Pages 59 - 77)

CORRESPONDENCEBY-LAWSNEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board will be held on Thursday, June 18, 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. 26/35

THAT Board (Regular Session) Meeting No. 09/2026 of The District of Thunder Bay Social Services Administration Board, held on May 21, 2026, be adjourned at _____ am/pm.



**MINUTES OF BOARD (REGULAR SESSION) MEETING NO. 07/2026
OF**

THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD

DATE OF MEETING: April 30, 2026

TIME OF MEETING: 10:28 am

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

CHAIR: Jim Vezina

PRESENT:

Albert Aiello
Gordon Cuthbertson
Chris Eby
Kasey Etreni
Brian Hamilton
Greg Johnsen
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Don Smith
Jim Vezina

OFFICIALS:

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

GUESTS:

Judy Kleinhuis, Principal, Doane Grant Thornton LLP

REGRETS:

Anne-Marie Bourgeault

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

BOARD MEETING

DISCLOSURES OF INTEREST

None

NEW BUSINESS

None

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 26/22

Moved by: Jim Moffat
Seconded by: Kasey Etreni

THAT with respect to the Board Regular and Closed Session meetings of The District of Thunder Bay Social Services Administration Board for April 30, 2026, we approve the agendas as presented;

AND THAT we approve any additional information and new business.

CARRIED

CLOSED SESSION MEETING

Administration recommended that the Board adjourn to a closed meeting relative to receipt of information with respect to security of the property of the Board.

Resolution No. 26/23

Moved by: Don Smith
Seconded by: Kathleen Lynch

THAT the Board adjourns to Closed Session relative to receipt of information with respect to security of the property of the Board regarding the confidential attachment to the 2025 Fourth Quarter Financial Report and Program Levy Surplus Disposition.

CARRIED

At 10:54 am the meeting reconvened in Regular Session.

MINUTES OF PREVIOUS MEETINGS

Board Meetings

Minutes of TBDSSAB Meeting No. 05/2026 (Regular Session) presented in Regular Session and Meeting No. 06/2026 (Closed Session) presented in Closed Session, held on March 19, 2026 were provided for confirmation.

Resolution No. 26/24

Moved by: Don Smith
Seconded by: Greg Johnsen

THAT the Minutes of Meeting No. 05/2026 (Regular Session) and Meeting No. 06/2026 (Closed Session) of The District of Thunder Bay Social Services Administration Board, held on March 19, 2026, respectively, be confirmed.

CARRIED

REPORTS OF ADMINISTRATION

2025 Fourth Quarter Financial Report and Program Levy Surplus Disposition

Report No. 2026-13 (Corporate Services Division) was presented to the Board providing the 2025 Fourth Quarter Financial Report and Administration's recommendation regarding the program levy surplus disposition.

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

Richard Jagielowicz, Director, Corporate Services Division provided an overview of the report including the option recommended by Administration and responded to questions.

At 10:59 am Chris Eby, Board Member, joined the meeting.

A discussion was held regarding the options for the disposition of the levy surplus.

Ken Ranta, CEO provided clarification and responded to questions.

At 11:11 am Brian Hamilton, Board Member, joined the meeting.

Resolution No. 26/24B

Moved by: Gordon Cuthbertson
Seconded by: Greg Johnsen

Add Option 4 Return the surplus to municipalities with the exception of TWOMO. TWOMO money goes to levy stabilization reserve fund.

LOST

Resolution No. 26/24C

Moved by: Greg Johnsen
Seconded by: Gordon Cuthbertson

Deferral of the report (2026-13) to provide more information on the defeated Option 4, etc. with potential dates.

LOST

Ken Ranta, CEO provided a brief overview of Option 2 being recommended by Administration.

A straw poll was held regarding having Option 1 presented as the recommendation for voting. The straw poll did not have consensus of the Board.

Resolution No. 26/24A

Moved by: Kathleen Lynch
Seconded by: Albert Aiello

THAT with respect to Report No. 2026-13 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve Option 2 – transfer 50% of the surplus (\$1,340,350) to the Levy Stabilization Reserve Fund, returning 50% of the surplus to municipalities using the 2025 weighted assessment.

CARRIED

At 12:04 pm Aaron Park, Manager, Housing & Homelessness Programs and Tomi Akinyede, Supervisor, Research & Social Policy joined the meeting.

2025 Investment Portfolio Performance

Report No. 2026-14 (Corporate Services Division) was presented to the Board providing information relative to the performance of the Board's investment portfolio for the 2025 year.

Richard Jagielowicz, Director Corporate Services Division, provided a brief overview of the highlights in the report.

10 Year Housing and Homelessness Plan

Report No. 2026-15 (Integrated Social Services Divisions) was presented to the Board providing the Board with the final 10 Year Housing and Homelessness Plan.

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

Resolution No. 26/25

Moved by: Albert Aiello
Seconded by: Brian Hamilton

THAT with respect to Report No. 2026-15 (Integrated Social Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Under One Roof - Chapter 2: 10-Year Housing and Homelessness Plan 2026-2036 as presented;

AND THAT the Board authorizes Administration to submit the Under One Roof - Chapter 2: 10-Year Housing and Homelessness Plan to the Ministry of Municipal Affairs and Housing as required;

AND THAT an annual update be presented to the Board concerning the progress on the achievement of recommendations contained in the Under One Roof - Chapter 2: 10-Year Housing and Homelessness Plan.

CARRIED

At 12:15 pm Aaron Park, Manager, Housing & Homelessness Programs and Tomi Akinyede, Supervisor, Research & Social Policy left the meeting.

Northern Ontario Service Deliverers'
Association 2026 Annual General Meeting
Attendance

Memorandum from Ken Ranta, CEO, (Chief Executive Officer Division) dated April 2, 2026 was presented to the Board providing information regarding attendance at the 2026 NOSDA AGM.

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

Resolution No. 26/26

Moved by: Dominic Pasqualino
Seconded by: Don Smith

THAT with respect to the Northern Ontario Service Deliverers Association (NOSDA) 2026 Annual General Meeting, the following Members of the Board are appointed to serve as Members of NOSDA and to attend as voting delegates:

1. Jim Vezina
2. Kathleen Lynch

AND THAT if either of the above Board members are unable to attend, the following Members will be contacted to attend as voting delegates in their place:

1. Jim Moffat
2. Anne-Marie Bourgeault

CARRIED

TBDSSAB 2025 Annual Report

Memorandum from Ken Ranta, CEO, (Chief Executive Officer Division) dated March 30, 2026 was presented to the Board providing the 2025 Annual Report.

Ken Ranta, CEO provided a brief overview of the 2025 Annual Report, noted a correction to be made to the final report and responded to questions.

Resolution No. 26/27

Moved by: Gordon Cuthbertson
Seconded by: Dominic Pasqualino

THAT with respect to the memorandum dated March 30, 2026 from Ken Ranta, Chief Executive Office, we, The District of Thunder Bay Social Services Administration Board (TBDSSAB) approve the 2025 Annual Report as amended;

AND THAT the 2025 Annual Report be posted to the TBDSSAB website and a notification be sent to partners and stakeholders.

CARRIED

CORRESPONDENCE

2026 Rural Ontario Municipal Association Conference

Letter from the Lorne Coe Parliamentary Assistant, MCCSS, dated March 18, 2026 relative to the delegation meeting at ROMA was presented to the Board.

Ken Ranta, CEO provided a brief overview and responded to questions.

Jim Vezina, Chair provided further information.

2026 Ontario Child Care and Early Years
Funding

Memorandum from Holly Moran, Assistant Deputy Minister, Early Years and Child Care Division, MOE, dated March 19, 2026 providing information regarding the 2026 Space Targets and ELCC Infrastructure Fund was presented to the Board.

Building Canada Homes and Improving
Transportation Infrastructure Act

Letter from the Honourable Robert Flack, Minister, MMAH, dated April 1, 2026 relative to providing information regarding the proposed Building Homes and Improving Transportation Infrastructure Act, 2026 was presented to the Board

BY-LAWS

NEXT MEETING

The next meeting of The District of Thunder Bay Social Services Administration Board was confirmed to be held on Thursday, May 21, 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. 26/28

Moved by: Kathleen Lynch
Seconded by: Jim Moffat

THAT the Board (Regular Session) Meeting No. 07/2026 of The District of Thunder Bay Social Services Administration Board, held on April 30, 2026, be adjourned at 12:24 p.m.

CARRIED

Chair

Chief Executive Officer



**MINUTES OF THE TWENTY-THIRD ANNUAL GENERAL MEETING
OF THE DISTRICT OF THUNDER BAY SOCIAL SERVICES ADMINISTRATION BOARD**

DATE OF MEETING: April 30, 2026

TIME OF MEETING: 10:12 am

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

CHAIR: Jim Vezina

PRESENT:

Albert Aiello
Gordon Cuthbertson
Kasey Etreani
Greg Johnsen
Kathleen Lynch
Elaine Mannisto
Jim Moffat
Dominic Pasqualino
Don Smith
Jim Vezina

OFFICIALS:

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

GUESTS:

Judy Kleinhuis, Principal, Doane Grant Thornton LLP

REGRETS:

Anne-Marie Bourgeault
Chris Eby
Brian Hamilton

ANNUAL GENERAL MEETING

DISCLOSURES OF INTEREST

None.

CONFIRMATION OF BOARD MEETING AGENDA

Resolution No. 26/AGM01

Moved by: Greg Johnsen
Seconded by: Albert Aiello

THAT with respect to the agenda for the Annual General Meeting of The District of Thunder Bay Social Services Administration Board held on April 30, 2026, we approve the agenda as presented;

AND THAT we approve any additional information and new business.

CARRIED

REPORT OF THE CHAIR

In accordance with the TBDSSAB Governance & Procedural By-law No. 03-2021, Section 3(3)(ii)(a), the message from the Chair is to be presented at the Annual General Meeting.

Ken Ranta, CEO, advised that the Report of the Chair, is contained in the 2025 TBDSSAB Annual Report which will be presented at the Regular Session Board meeting.

MINUTES OF PREVIOUS MEETING

Adoption of Minutes

Minutes of the Twenty-Second Annual General Meeting of The District of Thunder Bay Social Services Administration Board, held on April 17, 2025, were confirmed.

Resolution No. 26/AGM02

Moved by: Kathleen Lynch
Seconded by: Jim Moffat

THAT the Minutes of the Twenty-Second Annual General Meeting of The District of Thunder Bay Social Services Administration Board, held on April 17, 2025, be confirmed.

CARRIED

REPORTS OF ADMINISTRATION

Year 2025 Audited Financial Statements of The District of Thunder Bay Social Services Administration Board

Report No. 2026-12AGM (Corporate Services Division) was presented to the Board to provide an overview of the year 2025 audited consolidated financial statements of The District of Thunder Bay Social Services Administration Board. The Financial Statement was presented in a separate document.

Richard Jagielowicz, Director, Corporate Services Division provided an overview of the report and financial statements, responded to questions and requested that all paper and electronic copies of the draft financial statements be deleted or destroyed following the meeting.

Judy Kleinhuis, Principal, Doane Grant Thornton LLP provided a brief overview of the audit performed.

Albert Aiello, Audit Committee Chair provided an update on behalf of the Audit Committee.

Resolution No. 26/AGM03

Moved by: Don Smith
Seconded by: Dominic Pasqualino

THAT with respect to Report No. 2026-12AGM (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the Audited Consolidated Financial Statements of The District of Thunder Bay Social Services Administration Board for the year ended December 31, 2025, as presented.

CARRIED

Appointment of Auditors

The District of Thunder Bay Social Services Administration Board appointed the Auditors for 2025 in accordance with the TBDSSAB Governance and Procedural By-law No. 03-2021 Section 3(3)(ii)(c).

Ken Ranta, CEO provided an update on the Audit Committee Meeting and appointment of the auditors.

Resolution No. 26/AGM04

Moved by: Kathleen Lynch
Seconded by: Albert Aiello

THAT in accordance with The District of Thunder Bay Social Services Administration Board Governance and Procedural By-law No. 03-2021 Section 3(3)(ii)(c), we confirm the appointment of Doane Grant Thornton LLP, as the Auditors for TBDSSAB for the 2026 fiscal year;

AND THAT the remuneration of the Auditors will be in the amount of \$65,000 plus the Harmonized Sales Tax, for the TBDSSAB 2026 Financial Audit.

CARRIED

ADJOURNMENT

Resolution No. 26/AGM05

Moved by: Gordon Cuthbertson
Seconded by: Elaine Mannisto

THAT the Twenty-Third Annual General Meeting of The District of Thunder Bay Social Services Administration Board held on April 30, 2026, be adjourned at 10:28 am.

CARRIED

Chair

Chief Executive Officer



BOARD REPORT

REPORT No.: 2026-16
MEETING DATE: MAY 21, 2026
SUBJECT: AMO 2026 POSITION PAPERS

RECOMMENDATION

THAT with respect to Report No. 2026-16 (Chief Executive Officer Division) we, The District of Thunder Bay Social Services Administration Board (the Board) receive the 2026 Association of Municipalities of Ontario (AMO) Position Papers as presented;

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

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

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

AND THAT the CEO attend the 2026 AMO Annual Conference to provide support to the Board Chair and other Board members in their meetings with provincial officials regarding these issues.

REPORT SUMMARY

To provide the Board with the position papers for the 2026 Association of Municipalities of Ontario (AMO) Annual Conference for review and approval.

BACKGROUND

AMO will be holding its 2026 Annual Conference on August 16-19, 2026 in Ottawa. As part of the conference programming, organizations may submit requests to meet with a Minister.

COMMENTS

Position papers have been drafted on four issues that are recommended to the Board for advocacy with provincial representatives.

The proposed advocacy topics include:

- 1) Increasing Housing Stock to Support Indigenous Peoples Experiencing Homelessness in the District of Thunder Bay
- 2) Growing Supportive Housing with Increased Mental Health & Addictions Supports
- 3) COCHI-OPHI Investments for the Future of Housing in the District of Thunder Bay
- 4) Amending Ontario Works' Income and Exemptions Directive

STRATEGIC PLAN IMPACT

This Report aligns with the 2024-2027 strategic plan's Advocacy-related objectives.

FINANCIAL IMPLICATIONS



There are no immediate financial implications related to this report.

CONCLUSION

It is concluded that the 2026 AMO position papers are presented for review and approval.

REFERENCE MATERIALS

- Attachment #1 Position Paper – Indigenous Housing Stock
 #2 Position Paper – Supportive Housing
 #3 Position Paper – COCHI-OPHI Investments
 #4 Position Paper – OW Income & Exemptions Directive

PREPARED BY:	Carole Lem, Communications & Engagement Officer Tomi Akinyede, Supervisor Research & Social Policy
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

Increasing Housing Stock to Support Indigenous Peoples Experiencing Homelessness in the District of Thunder Bay

POSITION PAPER

August 2026

Association of Municipalities of Ontario (AMO) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon Greg Rickford, Minister of Indigenous Affairs and First Nations Economic Reconciliation and the Minister Responsible for Ring of Fire Economic and Community Partnerships

Copy to: Hon Rob. Flack, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that Ministry of Indigenous Affairs and First Nations Economic Reconciliation provide dedicated funding through the First Nations Infrastructure Funds program to enable the development of new affordable housing units to support Indigenous individuals experiencing homelessness in the District of Thunder Bay.

Summary

The need for new Indigenous affordable housing units in District of Thunder Bay remains urgent, particularly as urban Indigenous populations continue to face disproportionate levels of core housing need, overcrowding, and housing insecurity. While investments have historically focused on on-reserve housing, there is a clear and growing gap in support for Indigenous peoples living in urban centres, particularly in provision of housing options. Expanding culturally appropriate, affordable housing through TBDSSAB in the District of Thunder Bay would directly contribute to responding to this need, and in turn, help to stabilize families, improve health outcomes, and strengthen community well-being. Dedicated funding in this area would allow TBDSSAB to continue our work with Indigenous-led providers to create more affordable housing units accompanied by Indigenous-led supports. These additional units will support the continued provision of culturally appropriate, safe, and affordable housing for Indigenous peoples in the District of Thunder Bay.

Background

Past funding streams have positively impacted the targets TBDSSAB set in our previous 10-Year Housing and Homelessness Plan by facilitating the preservation of existing community Urban Native Housing units and supporting the creation of new Indigenous-led affordable housing. Future funding allocations will also support the targets defined in our new 10-year plan by driving the creation of new affordable housing stock. As part of the plan, there is a priority consideration for addressing the increasing number of Indigenous peoples experiencing homelessness in the District.

The construction of additional housing units for Indigenous peoples is central to TBDSSAB's new 10-Year Housing and Homelessness Plan with the goal of providing culturally appropriate supports delivered by our Indigenous partners. In the District of Thunder Bay, a higher portion of residents are Indigenous (16%) compared to all of Canada (5%)¹.

As indicated in the Urban, Rural, and Northern Indigenous Housing Strategy, culturally appropriate housing is necessary for Indigenous people who face heightened discrimination, stigmatization, and higher rates of homelessness². In Canada, 17.5% of Indigenous peoples report living below the poverty line, compared to 9.5% of non-Indigenous people³. This is especially true in the District of Thunder Bay where an increasing number of Indigenous peoples are experiencing homelessness.

As a result, the need for more affordable housing for Indigenous people is increasing, as demonstrated by data that reflects current realities:

- On the TBDSSAB housing Waitlist 36.6% (457) of applicants self-reported their housing status as homeless, which is a 5.8% increase over the last two years. Additionally, 74 individuals are under High Needs Homeless (HNH) status, which prioritizes people experiencing chronic homelessness⁴.

1 Statistics Canada (2021). Census of Population. Census Profile, 2021 Census of Population

2 Canada Mortgage and Housing Corporation 2023. CMHC.ca/IndigenousHousingStrategy.

3 Statistics Canada. (2024). Canadian Income Survey, 2022. The Daily. <https://www150.statcan.gc.ca/n1/daily-quotidien/240426/dq240426a-eng.htm>

4 As of February 2026.

- In the District of Thunder Bay's homelessness By-Name List (BNL) 1129 individuals are actively homeless⁵, and 58% (660) self-reported as Indigenous⁶. This is double when compared to general statistics across Canada, whereby consistently since 2015 about 30% of individuals who have used shelters across Canada were Indigenous^{7,8}.

Past research also supports the noticeable overrepresentation of Indigenous people experiencing homelessness. In a 2022 Homelessness Migration Study by TBDSSAB and faculty staff from Lakehead University, the research project focused on understanding the disproportional increase. Of those who participated in the study, 86% were Indigenous, and 57% of participants migrated directly from a First Nation community in Northern Ontario.

One of the findings showed that a high number of individuals who were experiencing homelessness in the city of Thunder Bay moved from First Nation communities⁹. The findings also highlighted common factors that drove migration into the city. These include social factors (friends, family, sense of community) and service factors (health care, housing, social services). For instance, a frequent theme that came up from the 'service factor' was respondents, who self-identified as Indigenous, migrated to the City of Thunder Bay to receive necessary supports that are not available in their communities. Upon arrival, respondents ended up staying in an emergency shelter space as they had no other options.

Other findings showed that 46% of Indigenous respondents did not have access to permanent housing in their community, and 32% do not have access to safe housing. This takeaway further highlights the importance of providing Indigenous housing

⁵ BNL numbers are reported as of the end of 2025. It is not entirely accurate as reporting switched from excel sheets to the new Homelessness Service System Data tool (HSSDT) in September 2025.

⁶ TBDSSAB expects that this number is underreported as a result of optional self-identification.

⁷ Homelessness Data Snapshot: The National Shelter Study 2023 Update (2023). Stats Can. [Housing, Infrastructure and Communities Canada - Homelessness Data Snapshot: The National Shelter Study 2023 Update](#)

⁸ Housing, Infrastructure, and Communities Canada (2025). Everyone Counts 2024: Highlights Report Part 2- Survey of People Experiencing Homelessness. [Housing, Infrastructure and Communities Canada - Everyone Counts 2024 Highlights Report Part 2 – Survey of people experiencing homelessness](#)

⁹ R. Gokani., K. Lovato-Day, R. Liyanage, V. Mago, A. Park, T. Hay, R. Schiff, K. Ranta, & S. Cummings. (2022) Why Are So Many People Who Experience Homelessness in the City of Thunder Bay from Out of Town or Province? A Report on a Preliminary Mixed Methods Study Using Machine Learning Models to Understand Migration and Homelessness. Lakehead University, Thunder Bay.

solutions in the District that are designed and managed by Indigenous-led entities to provide safe, affordable, and culturally appropriate housing options.

Through initiatives under the Homelessness Prevention Program (HPP), and other programs such as Homes for Good (HFG) and COCHI/OPHI funding, TBDSSAB supports and partners with many Indigenous organizations to provide housing and supports to Indigenous individuals. The importance and benefits of funding allocated through these programs are evident in the following examples:

- HFG has been central to funding 30 transitional housing spaces and providing appropriate social supports to facilitate successful transitions into stable permanent housing. Since its inception, the HFG Program has supported a total of 677 individuals, 419 of which have been housed. In the program, 157 Indigenous people have been supported, and of that 75% (117) have been housed. Currently, HFG supports 177 clients, 28.6% (50) of which are Indigenous.
- Funding allocated towards preserving Urban Native Housing (UNH) units assists The Native People of Thunder Bay Development Corporation and the Geraldton Native Housing Corporation to meet their housing needs by providing subsidized housing units, as well as supportive and transitional housing for Indigenous peoples. Through these organizations, TBDSSAB supports over 270 existing legacy UNH housing units, yet there are still long waitlists for access to this housing.

TBDSSAB has worked with our local Indigenous housing partners for many years, including Dilico Anishinabek Family Care, Matawa First Nations, Ontario Aboriginal Housing Services, and Beendingen as they play a vital role in supporting individuals and families on their journey toward stable, safe, and culturally appropriate housing. Through their deep community connections and holistic approaches, these organizations provide not only shelter but also wraparound supports that address mental health, addictions, family wellbeing, and cultural reconnection. TBDSSAB is committed to continuing these relationships to collaboratively reach success for our community.

Without adequate funding that provides appropriate resources for supportive and affordable housing, Indigenous individuals experiencing homelessness have a much lower likelihood of moving along the housing continuum. Dedicated program funding would enable TBDSSAB to develop new affordable housing units that help provide

shelter and culturally-appropriate supports to Indigenous Individuals who are currently on the housing waitlists.

Therefore, TBDSSAB requests that the Ministry of Indigenous Affairs provides funding through the First Nations Infrastructure Funds program in the amount of \$6,750,000 that would focus on supporting the development of a minimum of 20 new units to house Indigenous individuals experiencing homelessness in the District of Thunder Bay.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Growing Supportive Housing with Increased Mental Health & Addictions Supports

POSITION PAPER

August 2026

Association of Municipalities of Ontario (AMO) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon Sylvia Jones, Minister of Health

Hon Rob. Flack, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Health and the Ministry of Municipal Affairs and Housing provide designated funding for the District of Thunder Bay to support the construction of 40 new supportive housing units and the necessary addictions and mental health supports.

Summary

The TBDSSAB acknowledges and appreciates the government of Ontario's commitment to a multi-ministry approach to addressing homelessness and creating permanent and independent housing solutions. However, additional resources are necessary to adequately provide mental health and addictions support for the number of individuals who are unable to live independently. As is widely known, people experiencing homelessness are plagued with higher rates of mental health and addictions issues. Currently, the limited treatment resources required to address these issues in the District of Thunder Bay further create barriers to individuals who are on the path towards long-term employment and housing. Therefore, an increase in available supportive housing units in the District, with resources from mental health and addictions agencies, would provide more housing options for people who require support for their complex needs and keep them housed long-term.

Background

For those experiencing mental health and addiction issues, various resources are required to ensure successful tenancies, prevent evictions, and end the cycle of

homelessness. For example, in Ontario, the Housing First approach to ending homelessness is well-known for its individualized and client driven supports as a core principle in sustaining permanent housing. Similarly, the Home for Good (HFG) initiative launched by the province provided committed funding to help Service Managers house homeless individuals while connecting them to appropriate resources to support successful transitions into stable housing.

Since 2016, TBDSSAB has supported the construction of various transitional and long-term supportive housing projects in the District of Thunder Bay. This support has been funneled through several provincial funding envelopes including HFG, Social Services Relief Fund (SSRF), Homelessness Prevention Program, and Canada-Ontario Community Housing Initiative. And in many cases, TBDSSAB has utilized our own reserve funds to support developments.

TBDSSAB has funded the development of 309 transitional and long-term supportive housing units over the past several years. While we have been able to support many individuals that resulted in positive outcomes, local service gaps continue to persist, as demonstrated by the findings below:

- Thunder Bay remains the highest per-capita opioid mortality rate in Ontario, with 80 opioid overdose deaths in 2024¹. Opioid-related deaths occur at a rate of almost five times (69 per 100,000) compared to the province (14 per 100,000). In addition, opioid-related emergency department visits² occur at a rate of two and a half times more (123 per 100,000) compared to the province (46 per 100,000)³.
- The rate of homelessness in the District continues to increase. On the TBDSSAB housing waitlist in February 2026, 74 applicants' status are reported as High Needs Homeless⁴. In addition, 36.6% of applicants on the waitlist self-reported their housing status as homeless, a 6% increase in the last two years.
- In the District of Thunder Bay's homelessness By-Name List (BNL) 1129 individuals are actively homeless, and 58% (660) self-reported as Indigenous⁵.
- Individuals experiencing homelessness are more at risk of substance use and mental health issues. Based on the 2024 Thunder Bay Point in Time Count

¹ Office of the Chief Coroner (OCC) (2024). [Opioid Toxicity Deaths in Ontario](#).

² Not all opioid overdoses result in emergency department visits; therefore, this data is an underrepresentation of the full picture opioids have on the community.

³ The Thunder Bay District Health Unit (2024) Opioid Information System. <https://www.tbdhu.com/opioidinfo>

⁴ High Needs Homeless prioritizes people experiencing chronic homelessness on the TBDSSAB housing waitlist.

⁵ BNL numbers are reported as of the end of 2025.

that surveyed homeless individuals in the city, 80% of individuals experience substance use, and 61% report living with mental health issues⁶. In addition, 63% of people reported visiting the emergency department in the last year.

Supportive housing solutions would address the gap for individuals living with mental health and/or addiction issues to find stable housing, while also receiving supports that require complex treatment solutions.

In addition, an increase to the current transitional and supportive housing stock is central to TBDSSAB's new 10-Year Housing and Homelessness plan. Based on recommendations received from OrgCode Consulting, who assessed the homelessness service system in the District; transitional and supportive housing is necessary to address the cycle of homelessness and addictions. OrgCode's recommendations includes a housing projection of an additional 475 transitional and supportive units by 2030, 280 of which should be added by 2027. While the TBDSSAB has continued to add to its supportive housing stock, the projections highlight an increasing need for housing with the required supports available.

To address this need, TBDSSAB plans to work with agencies, such as NorWest Community Health Centres who leads the Homelessness and Addiction Recovery Treatment (HART) Hub, to coordinate opportunities for expanded supportive housing solutions. In the District of Thunder Bay, the previous Consumption and Treatment Services Site (Path 525) was transitioned into a HART hub. Currently, the 'hub' provides primary care, employment supports, and mental health and addictions supports. With increased funding, the TBDSSAB and HART Hub could provide housing solutions that address the gaps in care that have been prevalent in the system.

The outcome (for the District) of providing additional funding in the requested area would help improve homelessness prevention supports, provide safe and stable housing spaces, and promote the well-being of residents recovering from/experiencing substance use and living with mental health issues. Without appropriate supports and adequate funding for supportive housing, people plagued with these issues have a much lower likelihood of moving along the housing

⁶ Lakehead Social Planning Council, Thunder Bay Indigenous Friendship Centre, Lakehead University, and Thunder Bay District Health Unit (2024) <https://infograph.venngage.com/pl/jWe8WLXZHI?flipBook=1>

continuum and could end up relapsing, thereby exacerbating the level of homelessness in the District of Thunder Bay.

Therefore, TBDSSAB requests that the Ministry of Health and the Ministry of Municipal Affairs and Housing provide designated funding in the amount of \$4,000,000 for the District of Thunder Bay to support the construction of 40 new supportive housing units and the necessary addictions and mental health supports.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

COCHI-OPHI

Investments for the Future of Housing in the District of Thunder Bay

POSITION PAPER

August 2026

Association of Municipalities of Ontario (AMO) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon Rob. Flack, Minister of Municipal Affairs and Housing

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Municipal Affairs and Housing (MMAH) provide additional funding through the Canada-Ontario Community Housing Initiative (COCHI), and Ontario Priorities Housing Initiative (OPHI) to support the development of new affordable housing units in the District of Thunder Bay.

Summary

COCHI and OPHI provide critical funding for TBDSSAB's effective support of the Community Housing sector. This funding is used to support capital projects, the crucial repairs and maintenance of aging housing stocks, and rent supplements for Urban Native housing in the District of Thunder Bay. Affordable housing solutions are critical to providing easier access to housing in the District, while ensuring long-term tenancies contribute to the mitigation of ongoing cycles of homelessness. That said, the request for additional COCHI/OPHI funding to increase the stock of affordable housing units would help address growing constraints that are increasingly visible due to the increased cost of living.

Background

On April 30, 2018, Ontario and the Canada Mortgage and Housing Corporation signed a Bilateral Agreement regarding the National Housing Strategy (NHS). This

agreement provided an opportunity to align federal funds with Ontario's Community Housing Renewal Strategy priorities.

Currently, there are three key initiatives under the NHS that are delivered by Ontario: Canada-Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI) and the Canada-Ontario Housing Benefit (COHB). Both COCHI and OPHI provide critical funding for TBDSSAB's effective planning for the provision of community housing, which includes allocations towards capital projects, repairs and maintenance, housing supplements, and homelessness prevention in the District.

Since their inception, these funding streams have become critical to TBDSSAB's effective provision of Community Housing. Over the past five years, COCHI funding has been central to the repair of over 2,900 housing units, along with supporting maintenance of over 270 existing legacy housing units built under the Urban Native Housing Program.

TBDSSAB has also supported a total of 237 affordable housing units. Most recently, in 2025, COCHI funding was used to help build a 14-unit affordable housing project that will support individuals living with disabilities, individuals living with mental illness or addictions, and those experiencing homelessness in the District. These projects are evidence of successful affordable housing initiatives that provide safe, affordable, and sustainable housing solutions for those who need it most.

COCHI and OPHI funding streams will also significantly impact the goals laid out in the TBDSSAB's 10-Year Housing and Homelessness Plan by supporting the preservation of existing community housing units and the creation of new affordable housing. In the 10-Year Plan, TBDSSAB has an expansion target for the 2025-26 fiscal year of 30 new units. This target is in line with the goal of developing rent-assisted units in the District to support Ontario's overall NHS commitment¹. The purpose of these intersecting targets is to expand the rent-assisted housing stock. COCHI-OPHI investments have been and continue to be imperative to reaching these combined goals.

¹ Units that are eligible to be counted toward the 30-unit target include COCHI and OPHI rent assisted units, such as expired Urban Native Housing units, new units created through investment of HPP, OPHI, and COCHI funding, Municipal investments in new rent supplement or rent supported units.

While strides have been made to grow the current affordable housing stock, the continued need to develop additional affordable housing units is demonstrated in the following data that reflects current realities:

- **Rental Rates:** The demand for affordable housing units continues to grow with the increasing cost of rent, making it even more difficult for low-to-moderate income households to secure affordable housing. From 2022-2025 average rent costs² rose 22% for a one-bedroom unit and 27% for a two-bedroom unit³. As of October 2025, the average cost of a one-bedroom unit in Thunder Bay is \$1,173, and two-bedroom is \$1,495.
- **Community Housing Waitlist:** As of February 2026, the TBDSSAB housing waitlist sits at 1,243 applicants. Majority of demand is for one-bedroom units, which has increased from 71.4% in 2025 to 77.4% in 2026.
- **Rising Homelessness Numbers:** The rate of homelessness in the District continues to increase. On the TBDSSAB housing waitlist, 74 applicants are under High Needs Homeless⁴ status⁵. In addition, 36.6% of applicants on the waitlist self-reported their housing status as homeless, a 6% increase from the last two years. In the District of Thunder Bay's homelessness By-Name List (BNL) 1129 individuals are actively homeless, and 58% (660) self-reported as Indigenous⁶.

Given these stark realities, the creation of new affordable housing for the District would provide further stability for the community as the cost of living and demand for affordable housing increases. With limited funding, coupled with an average cost of \$450,000 to build a single new unit, the current funding constrains TBDSSAB from reaching its yearly housing targets.

Therefore, the TBDSSAB requests that the MMAH provide additional funding to enable us to support the continued development of affordable housing stock in the District of Thunder Bay.

² Canada Mortgage and Housing Corporation. **Ontario** — Rental Market Statistics Summary by Metropolitan Areas, Census Agglomerations and Cities.

³ Average cost of a one-bedroom in 2022 was \$964, and two-bedroom was \$1,174.

⁴ High Needs Homeless prioritizes people experiencing chronic homelessness on the TBDSSAB housing waitlist.

⁵ As of February 2026.

⁶ BNL numbers are reported as of the end of 2025.



THE DISTRICT OF THUNDER BAY
SOCIAL SERVICES ADMINISTRATION BOARD

Amending Ontario Works' Income and Exemptions Directive

POSITION PAPER

August 2026

Association of Municipalities of Ontario (AMO) Conference

Prepared by:

The District of Thunder Bay Social Services Administration Board

Prepared for:

Hon. Michael Parsa, Minister of Children, Community and Social Services

Brief

The District of Thunder Bay Social Services Administration Board (TBDSSAB) requests that the Ministry of Children, Community, and Social Services (MCCSS) review and amend the Ontario Works policy directive section 5.1 regarding the earning exemption structure and introduce a \$1,000 per month exemption for Ontario Works (OW) recipients who are employed.

Summary

The current Ontario Works directive 5.1 related to the earning exemption structure is discouraging to sustaining long-term employment and reducing poverty. For some individuals finding and retaining employment, the current earnings exemption disincentivizes them to pursue work due to current deductions. Changing the structure to a flat \$1,000 per month earning exemptions for OW recipients would adopt similar elements within the ODSP earnings exemption model. Against the background of the rising cost of living, the current earnings exemption cuts deeply for OW recipients. Amendment of this directive would drive individuals to build employment experience without facing a steep deduction in their benefits. In turn, recipients would be able to build and maintain financial stability while working on exiting to permanent employment.

Background

Earning exemptions allow Ontario Works (OW) recipients to participate in employment opportunities while maintaining social assistance benefits. However,

these earnings are subject to certain conditions and exemptions. The previous earning exemptions introduced in June 2005 reduced OW client net income by 50% once employed. This was changed in October 2013, where after three consecutive months of assistance, recipients can earn \$200 per month from their employer without deductions, and any additional income is subject to a 50% reduction in their assistance amount. This policy remains the current earning exemption structure, which deters recipients from pursuing employment due to the high wage deduction.

In comparison, the Ontario Disability Support Program (ODSP) previously had a similar structure to the current OW earnings exemptions. Starting in September 2013, ODSP recipients could also earn up to \$200 per month without deduction, and a 50% reduction for any income above that. In February 2023, this changed to promote employment and reduce the cycle of poverty for people with disabilities. Under the new directive, the full exemption was increased from \$200 to \$1,000 for a person living with a disability. The exemption rate was also changed from 50% reduction to 25% reduction¹. Therefore, a person with disabilities on ODSP can earn up to \$1000 a month through their employment without it affecting their income support, benefits, or eligibility.

For example, a breakdown of monthly earnings in 2026 for OW and ODSP are shown in Tables 1 and 2 (below). An OW recipient with basic needs and shelter can earn a maximum of \$733 per month on OW. If they earn \$600 net from their employment per month, \$200 is exempt, leaving \$400 to be deducted by 50%. Therefore, \$200 total is deducted from their benefits, which leaves them with \$1,133 per month. In contrast, a client on ODSP with basic needs and shelter can earn a maximum of \$1,408. If they earn \$600 a month from their employment, based on the current exemptions, nothing would be deducted. Therefore, they are left with \$2,008 per month. In a year the total income of the person on OW making \$600 per month would amount to \$13,596, while the person on ODSP would amount to \$24,096. As of 2023, the low-income measure sits at \$30,255 per year², meaning the OW client's yearly income is \$16,659 below the measure.

¹ The earning exemptions for non-disabled adults remains the same.

² The low-income measure is defined as income below 50% of the median adjusted household income in Canada.

Table 1: Single Person Earnings OW (Monthly)

OW Earnings	\$733
Net Employment Earnings	\$600
Flat Exemption from Earnings	\$200
50% of Earnings Deducted	\$200
Total Earnings Per Month	\$1,133

Table 2: Single Person Earnings ODSP (Monthly)

ODSP Earnings	\$1,408
Net Employment Earnings	\$600
Flat Exemption from Earnings	\$1,000
50% of Earnings Deducted	0
Total Earnings Per Month	\$2,008

In 2025, the average OW caseload for TBDSSAB was 2,459 recipients. Of that, 175 (7%) individuals were employed. This represents a 4% decrease in employed recipients since 2018³. Under ODSP, in 2025 the average caseload was 5,959, with 11% (677) employed. With a \$1,000 earning exemption, individuals on ODSP have more incentive to work more hours at a higher earnings rate.

Given the current economic situation, there continues to be an increasing gap between OW rates and the cost of living. OW rates have not seen an increase since 2018, and as a result, OW recipients are living well below the low-income measure line, with little prospects of moving beyond it. One major factor behind this constraint is the cost of living, which has significantly grown in Canada since the last increase. The Canadian Consumer Price Index (CPI)⁴ indicates a 19.9% increase in goods and

³ 317 recipients were employed in 2018.

⁴ The CPI measures inflation by tracking the changing cost of things such as food, shelter, transportation, clothing, etc.

services in the last five years⁵. In terms of housing, in the City of Thunder Bay the average rent for one bedroom in 2018 was \$831. In 2025, the average rent for one bedroom was \$1,173⁶. This represents a 41% increase in rent over seven years.

With the increased cost of rent and a higher cost of living, coupled with the unchanged OW rates, the Income and exemptions directive increases the burden on recipients as they strive to afford necessities and rent. The domino effect is seen in the reduction of the number of employed OW recipients. Many recipients may feel that it is not worth seeking enhanced employment as the benefits they receive are reduced. The impact noticed by front-line staff is that it creates more barriers in retaining employment and earnings income. For example, the lack of transportation, limited childcare, and availability of training opportunities in the District create additional costs and barriers for recipients who attempt to access employment. With a 50% reduction in net income after the \$200 exemption, this leaves little incentive for OW recipients to pursue employment.

If the OW earnings exemption structure mirrored the ODSP structure, TBDSSAB believes recipients would have more incentives to finding and retaining long-term employment. A flat exemption allows OW recipients to build employment experience without fear of steep reduction in benefits. In turn, this would benefit the employment numbers in the District as more recipients would be in a better position to successfully transition out of social assistance and into full-time employment. The net result of the increased earnings exemption would have no negative impact on current OW benefits cost and may result in reductions in OW recipients in the long run.

Therefore, the TBDSSAB requests that the MCCSS review and amend the Ontario Works (OW) policy directive 5.1 regarding the earning exemption structure and introduce a \$1000 per month exemption for OW recipients to increase incentive for seeking and sustaining employment.

⁵ Statistics Canada. Consumer Price Index: Annual Review, 2025.

⁶ Canada Mortgage and Housing Corporation. **Ontario** — Rental Market Statistics Summary by Metropolitan Areas, Census Agglomerations and Cities.



Memorandum

Date: April 27, 2026
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Public Virtual Access to Board Meetings**

At the December 11, 2025 meeting of the Board, a discussion ensued about access to Board meetings via video and/or livestream.

TBDSSAB is an independent organization, unlike a municipality with mandatory open meetings. Unlike a Municipality, a DSSAB does not have constituents. Public access to Board meetings is neither a right nor a requirement.

That said, TBDSSAB's Board meetings are open to the public, and any member of the community may attend and hear the discussion of matters before the Board in open session. Further, agenda packages and all related Board reports and presentations are posted on the website for public access. The public availability of Board materials is a level of transparency that Administration upholds voluntarily and is beyond the requirements of a DSSAB.

While TBDSSAB is dedicated to being transparent and will continue to exceed compliance requirements in that respect, offering virtual public access to Board Meetings is something TBDSSAB has explored previously with suboptimal results.

At the onset of the COVID-19 pandemic, Board meetings were held virtually with no opportunity for public participation. As meetings progressed to a hybrid format, recordings of Board meetings were either livestreamed, or recordings made available online for five business days following each meeting (livestreaming stopped in December 2020 after an update to Facebook's livestream options). This practice was in place from August 2020 through March 2022, at which point pandemic precautions changed to allow meetings to resume with in-person public participation.

The process of making the recordings publicly accessible took between five and ten hours from start to finish. This included time for the video to be processed and downloadable via Teams, to edit the recording to include only open-session discussion, to generate caption for



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

accessibility, and video rendering / upload times. These videos had an average of just two viewers, which typically included staff. Due to the staff resources required combined with low public interest, Administration did not continue offering recordings after in-person participation resumed.

The low viewership on the recordings is consistent with historically low rates of public participation in TBDSSAB Board meetings. Since in-person public participation resumed in 2022, only two meetings have been attended by members of the public. Further, no request for delegation by a community member has been received in many years.

In TBDSSAB's Governance & Procedural By-law (03-2021), Section 3, paragraph 12(ii) states the following:

“Open meetings shall be recorded for the purpose of ensuring accurate intent of any direction of the Board, but closed meetings shall not be recorded. Once the recording has been transcribed and the minutes of that meeting are confirmed by the Board, the recording shall be destroyed.”

Having recordings of meetings available outside of TBDSSAB control may pose a concern related to the by-law, and as such the by-law may require amendment should the Board wish to pursue virtual access options.

Administration understands the appeal of virtual participation options, especially given the span of the District. While open to suggestions to encourage participation and inclusion of members of the public, Administration recommends against pursuing video or livestream meeting options for the following reasons:

- Uploading recordings has proven to be an ineffective use of staff resources.
- Limited audience/viewership (high effort, low reward).
- TBDSSAB's current setup is not conducive to ensuring only pertinent agenda-related discussions – and not personal discussions – are picked up by meeting microphones.
- Loss of control of the narrative once a recording is out in the public domain. Comments made during Board meetings may last forever in the public sphere. As a result, recording may cause a shift in focus from collaborative discussion to saying the right thing.
- Possible contravention of the existing Governance & Procedural By-law.
- Media have been the most consistent members of the public to attend Board meetings, and their attendance has been unaffected by the in-person requirement.
- Organizations with similar legislated mandates, including the Thunder Bay District Health Unit, also do not offer public virtual access to Board meetings.



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

Based on the above, Administration recommends maintaining Board meeting access in person and not pursuing a video and/or livestream option at this time.

Sincerely,

Ken Ranta
Chief Executive Officer

KR/cl



Memorandum

Date: April 24, 2026
To: Members of the Board
From: Ken Ranta, Chief Executive Officer
Subject: **Territory Without Municipal Organization Election Returning Officer**

Administration has begun preparations to hold an election to select the Territory Without Municipal Organization (TWOMO) representative for The District of Thunder Bay Social Services Administration Board. This election would be held on October 26, 2026.

As per the Ministry of Children, Community and Social Services TWOMO Election Resource Guide for 2026, the Board is required to appoint a Returning Office for the 2026 TWOMO election and it is recommended that the CEO be appointed.

Administration will once again use the mail-in voting method for the 2026 TWOMO election. This follows the Board decision in 2022 to establish By-law No. 22/51, authorizing the use of voting by mail for Elections for the Territory Without Municipal Organization representative.

The following resolution is presented for consideration at the May 21, 2026 Board meeting:

THAT with respect to the Memorandum from Ken Ranta, Chief Executive Officer, we, The District of Thunder Bay Social Services Administration Board, appoint the Chief Executive Officer as the Returning Officer for the 2026 TWOMO election.

Sincerely,

Ken Ranta
Chief Executive Officer

/gf



BOARD REPORT

REPORT No.: 2026-17

MEETING DATE: MAY 21, 2026

SUBJECT: PROTECTION OF PRIVACY POLICY – TWOMO ELECTION

RECOMMENDATION

THAT with respect to Report No. 2026-17 (Corporate Services Division) we, The District of Thunder Bay Social Services Administration Board, approve the revised Protection of Privacy policy as attached;

AND THAT the Chief Executive Officer be authorized to amend the Protection of Privacy policy with respect to housekeeping items, as may be required from time to time.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with a revised Protection of Privacy Policy for approval.

BACKGROUND

The TBDSSAB Board of Directors is made up of members of council from the 15 municipalities in the District of Thunder Bay, with one seat reserved for a representative of the Territory Without Municipal Organization (TWOMO). TBDSSAB is responsible for administering the TWOMO Election for the District of Thunder Bay alongside the municipal election. The 2026 municipal and TWOMO elections will be held on October 26, 2026.

Elections Ontario – Guidelines for the Use of Editorial Products and the Election Act, list products for provincial electoral purposes will only be provided to registered political parties, registered candidates and MPPs that have developed and implemented a privacy policy that has been approved by and on file with Elections Ontario.

In order to participate in the TWOMO election process, TBDSSAB must file an updated privacy policy with Elections Ontario.

COMMENTS

Privacy policies approved by and on file with Elections Ontario will be valid for a 12-month period from the date the policy is signed by the political entity's Chief Privacy Officer. The Privacy Policy / Procedure must be reviewed on a regular basis, as policies will only remain valid with Elections Ontario up to 12 months. A 12-month extension may be requested after which a new privacy policy is required.

STRATEGIC PLAN IMPACT

There are no direct correlations with the current Strategic Plan with this report.

FINANCIAL IMPLICATIONS



There are no immediate financial implications for TBDSSAB with the approval of the Protection of Privacy Policy.

CONCLUSION

It is concluded that the draft Protection of Privacy Policy be approved by the Board as presented.

REFERENCE MATERIALS

Attachment #1	POL CS-04:06 Protection of Privacy- Draft
Attachment #2	PCR CS-04-66-10 TWOMO Privacy Measures - Draft
Attachment #3	PCR CS-04-66-10 TWOMO Privacy Measures (Appendix) – Draft

PREPARED BY:	Richard Jagielowicz, CPA, CA, CBV – Director of Corporate Services
SIGNATURE	
APPROVED BY	Richard Jagielowicz, CPA, CA, CBV – Director of Corporate Services
SIGNATURE	
SUBMITTED BY:	Ken Ranta, Chief Executive Officer

POLICY

CATEGORY/SECTION

**CORPORATE SERVICES -
INFORMATION SERVICES**

SUBJECT

**FREEDOM OF INFORMATION AND
PROTECTION OF PRIVACY**

AUTHORITY

Municipal Freedom of Information and Protection of Privacy Act, R.S.O 1990 (MFIPPA)
[Municipal Elections Act, 1996, S.O. 1996, C. 32, Sched.](#)

INTENT OF POLICY

To follow Section 1 of the [MFIPPA](#) statute to provide the right to access to information under the control of The District of Thunder Bay Social Services Administration Board (TBDSSAB) in accordance with the principle that information should be available to the public and necessary exemptions from the right of access should be limited and specific.

~~And to follow the guidelines of the Municipal Elections Act to ensure all staff, contractors and sub-contractors or any other agency acting on behalf of TBDSSAB in the capacity of conducting a Territory Without Municipal Organization (TWOMO) Election understands the responsibility to safeguard election information. To protect the privacy of individuals with respect to personal information about themselves held by TBDSSAB and to provide individuals with a right of access to that information.~~

~~To protect the privacy of individuals with respect to personal information about themselves held by TBDSSAB and to provide individuals with a right of access to that information.~~

POLICY

It is the policy of The District of Thunder Bay Social Services Administration Board to abide by the sections of the *Municipal Freedom of Information and Protection of Privacy Act* that apply to TBDSSAB.

RELATED PROCEDURES

CS-04:6-1 Request for Access / Correction of Information.

[CS-04:66-2 Off-Site Information Asset Access](#)

[CS-04-66-3 Records Destruction](#)

[CS-04-66-5 Data Breach](#)

[CS-04-66-6 Missing File / Document](#)

[CS-04-66-9 Clean Desk Clean Screen](#)

IMPLEMENTATION / BOARD APPROVAL DATE:

March 28, 2013

REVISION DATE(S): [May 21, 2026](#)

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CATEGORY/SECTION

CORPORATE SERVICES - INFORMATION SERVICES

SUBJECT

PROTECTION OF PRIVACY

CS-04:66-10 Territory Without Municipal Organization (TWOMO) Privacy Measures

REFERENCE

Elections Ontario, Guidelines for the use of Electoral Products, January 1, 2024

AUTHORITY AND RESPONSIBILITY:

Manager, Information Services, and Chief Privacy Officer ensures privacy policy and related procedural compliance by all TBDSSAB staff, contractors, sub-contractors and agents.

Authorized Signature(s)

Michael Shafirka

Date

~~X-Committee Review Date: YYYYMonDA~~
IMPLEMENTATION / BOARD APPROVAL DATE:

Month date, YYYY March 28, 2013

REVISION DATE(S): May 21, 2026

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

PROCEDURE	PROCEDURE NAME	Territory Without Municipal Organization (TWOMO) Election Privacy Measures
	PROCEDURE NUMBER	CS-04:66-10
	PROCEDURE SECTION	Information Management
	POLICY REFERENCE	CS-04:6 Protection of Privacy
	REVISION DATE	NEW
	SUPERSEDES	n/a
	IMPLEMENTATION DATE	May 22, 2026

PROCEDURE STATEMENT:

Elections Ontario requires all entities conducting elections to provide acceptable policies and procedures on the use of elector’s personal information prior to receiving extracts from the permanent and absentee registers. Political Entities wishing to receive the annual release and list of electors must submit a Privacy Policy & Procedure. Privacy policies approved by and on file with Elections Ontario will be valid for a 12-month period from the date the policy is signed by the political entity’s Chief Privacy Officer.

This procedure applies to all The District of Thunder Bay Social Services Administration Board (TBDSSAB) employees, contractors and sub-contractors or any other agency acting on behalf of TBDSSAB in the capacity of conducting a Territory Without Municipal Organization (TWOMO) Election whether paid or unpaid. Its purpose is to ensure appropriate safeguards are in place for use of the electors’ information, tracking and distribution of Election List Products and obtaining signed written acknowledgement forms from recipients before disclosure to other authorized persons.

DEFINITIONS:

List Products: Any lists containing electors’ personal information made available by Elections Ontario, upon request, and include the Register Annual Update and the Lists of Electors.

List of Electors: Any list created from the Register or Absentee Register that is available upon request to registered political parties, candidates and municipal clerks for electoral purposes.

Procedure: TWOMO PRIVACY MEASURES

PROCEDURE:

1. Limitation of use applies to both electronic and hardcopy. Only those required to see the information are permitted access. Use can include the examination of information without taking copies. For example: visual verification from an elector not already on the voters' list.
2. A spreadsheet will be maintained by the Executive Assistant of the CEO's Office to track the distribution of Election List Products
3. The use of electors' personal information is for electoral purposes only. It is an offense under the Elections Act to use electors' personal information for commercial purposes (Section 17.4(1)). Use in any unauthorized manner is punishable by a fine of up to \$5,000 (Section 97).
4. Any and all individuals that are or could be using electoral information must sign a written Elections Privacy Acknowledgement (see Appendix A).
5. The Privacy Policy, CS-04:6 Protection of Privacy, and Procedure must be published on TBDSSAB's website within 30 days of receiving an approval confirmation from Elections Ontario; Elections Ontario will also publish the TBDSSAB Privacy Policy/ Procedures on its website.
6. The Privacy Policy / Procedure must be reviewed on a regular basis, policies will only remain valid with Elections Ontario for a maximum of 24 months, after which a new privacy policy is required.
7. If at any point the privacy policy or its Chief Privacy Officer changes, a new privacy policy must be submitted to Elections Ontario for review and approval.

Security Measures:

1. All information used in the TWOMO election, when not in use will be kept secure through password protection for electronically held documents, or for hardcopies by keeping records in a locking fire-proof cabinet. Additional safeguards such as anti-virus software and firewalls are updated regularly.
2. Documents in transit will be securely packaged in a locking bag while electronic information is to be encrypted with a strong password (i.e. if accessed from a laptop).
3. Election List Products are not to be stored on shared computers and are not to be sent by unencrypted email nor by fax.
4. When working at locations outside the office, employees, volunteers, contractors, or agents of TBDSSAB must maintain constant control of wired and wireless devices and care must be taken to prevent loss or theft.

Breach Management:

1. To prevent unauthorized parties from accessing electoral information, the Chief Privacy Officer (CPO) will assume responsibility for safeguarding the electoral products by communicating privacy measures to TBDSSAB staff, contractors, sub-contractors and agents and instilling the importance of protecting the privacy of electors' information. In addition, all individuals working on the TWOMO election will sign the Election Privacy Acknowledgement form in Appendix A.
2. Any unauthorized or suspected unauthorized access to, use of, and / or disclosure of the elector's personal information is considered a breach of their privacy and will immediately be reported to Elections Ontario.
3. TBDSSAB Procedure, CS-04-66-5 Data Breach, identifies steps to contain, record, notify affected parties of the breach, and undertake preventive measure to mitigate further breaches.

Disposal Procedures:

1. The Elector information is to be either returned to Elections Ontario or destroyed. Destruction will occur via the appropriate method for the medium of the information. Whether electronic (permanently erased using data erasure software*) or in paper (cross-cut shredded) the destruction method will ensure the information cannot be reconstructed.
**Date erasure software must conform to standards set by the Communication Security Establishment of Canada (CSEC) – [CSEC ITSG-06](#) wiping method.*
2. As per the Records Retention By-Law, and Procedure CS-04-66-3 Records Destruction, documents will be listed and forwarded through the Disposition memo process to the Chief Executive Officer for sign off. The final destruction notice will be signed by the CPO.
3. Once disposal has taken place, the certificate of destruction must be filed with the Chief Electoral Officer or Returning Officer.

AUTHORITY AND RESPONSIBILITY:

The **Manager, Information Services, and Chief Privacy Officer** ensures privacy-related procedural compliance by all TBDSSAB staff, contractors, sub-contractors and agents.

Michael Shafirka:

Authorized Signature

Date

Procedure: TWOMO PRIVACY MEASURES

The **Chief Executive Officer** is appointed as the **TWOMO Election Returning Officer** responsible for the planning, delivery, control and administration of the TWOMO Election.

Chief Executive Officer:

Authorized Signature

Date

Executive Assistant liaises with internal and external stakeholders on TWOMO Election processes and will assist the CPO in ensuring privacy measures are being followed.

TRAINING:

The Manager of Information Services, and Chief Privacy Officer is responsible for providing training on the TWOMO Privacy Measures.

Training will occur each election cycle. Prior to training, all communications will be reviewed and updated to address changes to legislation, agreement requirements and reflect the latest best practices for privacy.

REFERENCE:

Policy CS-04:06 – Protection of Privacy

[Elections Ontario, Guidelines for the use of Electoral Products, January 1, 2024](#)

MCCSS, TWOMO Election Resource Guide, 2026

Procedure CS-04-66-5 – Data Breach

Procedure CS-04-66-3 – Records Destruction

APPENDIX A – Territory Without Municipal Organization (TWOMO) Privacy Measures



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

Election Privacy Acknowledgement

Surname (Family Name):		Given Name(s):	
Telephone:		Residential Address:	
Position Title:			

In accordance with Section 17.4 of the Election Act, I acknowledge the following regarding the information I obtain, directly or indirectly, from the Permanent Register, or from a list of electors prepared from the Permanent Register and/or Absentee Register, whether the information obtained is in printed or electronic format, or examined in either format without obtaining a copy:

- a) I will only use it for electoral purposes and will not use it for commercial purposes.
- b) I will only disclose it to others after obtaining their written acknowledgement that they are bound by the restrictions in the subsection.
- c) I have read and will comply with the privacy policy developed by my Political Party and approved by Elections Ontario.
- d) I will comply with Elections Ontario’s Guidelines for the Use of Electoral Products (available at elections.on.ca).
- e) I will securely destroy the List Products on completion of the activities for which I received them.

DATED at Thunder Bay, Ontario this _____ day of _____, 20__.

Or, if alternate Municipality:

DATED at _____, this _____ day of _____, 20__.

Name of Electoral District (please print)

Signature of Person making acknowledgement



BOARD REPORT

REPORT No.: 2026-18

MEETING DATE: MAY 21, 2026

SUBJECT: 2024-27 STRATEGIC PLAN - 2026 FIRST QUARTER UPDATE

RECOMMENDATION

For information only.

REPORT SUMMARY

To present The District of Thunder Bay Social Services Administration Board (the Board) with the 2026 first 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 March 31, 2026, the overall progress on the plan is 72%.

Table 1 and Table 2 below summarize the progress made to March 31, 2026.

Table 1: Strategic Plan 2024-27 Progress Summary as of March 31, 2026

Strategic Direction	Strategies	# Objectives	# Completed	# Underway	% Progress
Culture	1: Sustaining our Internal Knowledge Base	6	5	1	96%
	2: Fostering an Engaged and Collaborative Culture	7	5	2	90%
Compassion	3: Humanizing Human Services	8	2	4	43%
	4: Encouraging Advocacy & Awareness	9	6	1	70%
Excellence	5: Fostering Innovation and Progress	6	3	2	59%
	6: Promoting Reconciliation & Inclusion	5	3	1	75%
	Summary	41 Objectives	24 Completed	11 Underway	72% 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. Implementation beginning in Q2 2026. On track to meet goal by 2027.	75%
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 plan developed and approved. Implementation in progress.	100%

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. Solutions-based suggestion process has been implemented to complement processes implemented in 2025.	100%
2.6 Review the efficacy of the ideas and feedback sharing process.	Informal review of each newly implemented process is underway. A Pulse Survey was also completed in 2025 to gather feedback more formally.	80%
2.7 Conduct a follow up staff engagement survey (2027).	Ahead of schedule. Follow up staff survey to be conducted in Q2.	50%
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.	Reported complete in 2025-Q4: RPT 2026-06	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. Consultation with staff and PWLLE to take place in Q2. On track to complete in 2026.	55%
3.4 Four culturally safe spaces available across TBDSSAB properties.	In planning stage. Implementation deferred to 2026.	30%
3.5 Conduct research and create an anti-stigma campaign with diverse perspectives.	In planning stage.	5%
3.6 25% of unique service recipients who require mental health and addictions services have received support through	New Community Wellness Hubs set up in 5 properties total (4 new). To be announced in Q2. On track for completion in 2026.	50%

formalized community partnerships.		
STRATEGY 4: Encouraging Advocacy & Awareness		
4.1 Review service recipient surveys for plain language.	Reported complete in 2024-Q4: RPT 2025-07	100%
4.2 Plan public education and awareness campaign related to child care and early years (CCEY) service system.	Reported complete in 2024-Q4: RPT 2025-07	100%
4.3 Board advocates for more community policing.	Reported complete in 2025-Q2: RPT 2025-31	100%
4.4 Develop a strategy for information sharing tactics to complement position papers and increase awareness.	Reported complete in 2025-Q2: RPT 2025-31	100%
4.5 Implement a public education and awareness campaign related to CCEY system.	Reported complete in 2025-Q3. RPT 2025-43	100%
4.6 Implement two new tactics to support advocacy initiatives.	Reported complete in 2025-Q2: RPT 2025-31	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. RPT 2025-43	100%
5.2 Assess current data collection to align data practices with our strategic goals.	Report complete in 2025-Q1: RPT 2025-19	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. Questions have been developed to assess feedback from managers on the implementation of KPIs, team adoption of goals and assessing KPI/PBB results.	39%
5.5 Implement source system management data and integrity project	Strategy has been defined and Team assembled. Project on track for 2026 implementation, following initial assessments of data framework.	12%
STRATEGY 6: Promoting Reconciliation & Inclusion		
6.1 All staff training in unconscious bias and microaggressions.	Reported complete in 2024-Q4: RPT 2025-07	100%
6.2 Board education about reconciliation.	Reported complete in 2024-Q4: RPT 2025-07	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: RPT 2025-31	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 2025. Education and organizational improvement activities planned for 2026.	75%

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 reflects the current status of the objectives of the 2024-2027 Strategic Plan.

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

TBDSSAB Quarterly Operational Report

Report No. 2026-19

1st Quarter Operational Report

January 1st – March 31st, 2026



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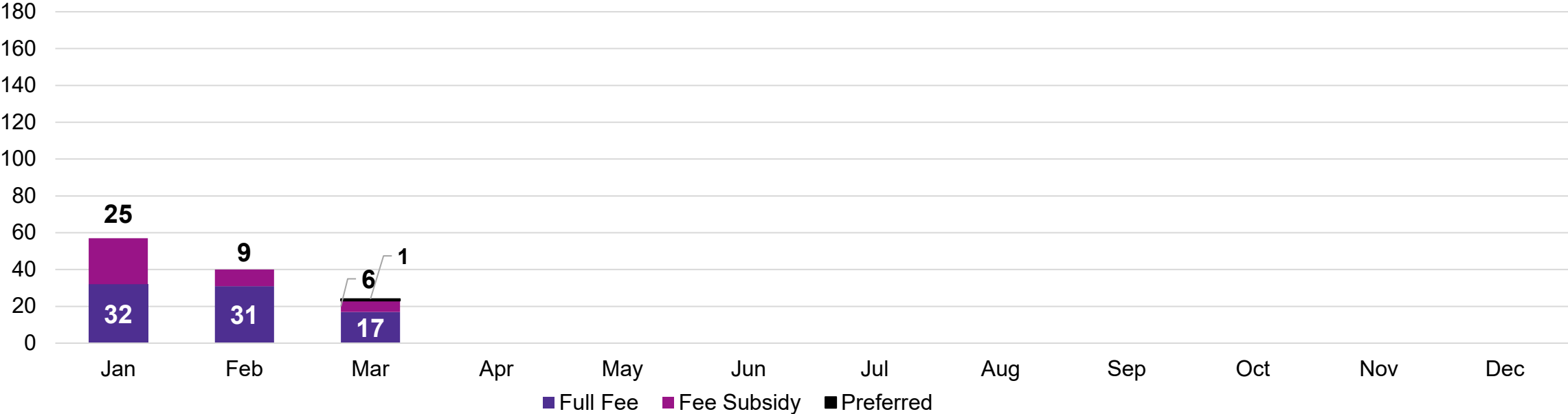


Child Care and Early Years: Placed Children



Total # of Children placed in 2026 **121**

Number of Placed Children



Child Care and Early Years: Waitlist



Number of Families Applying for Fee Subsidy

1,293

Number of Families Applying for a Full Fee Space

2,636

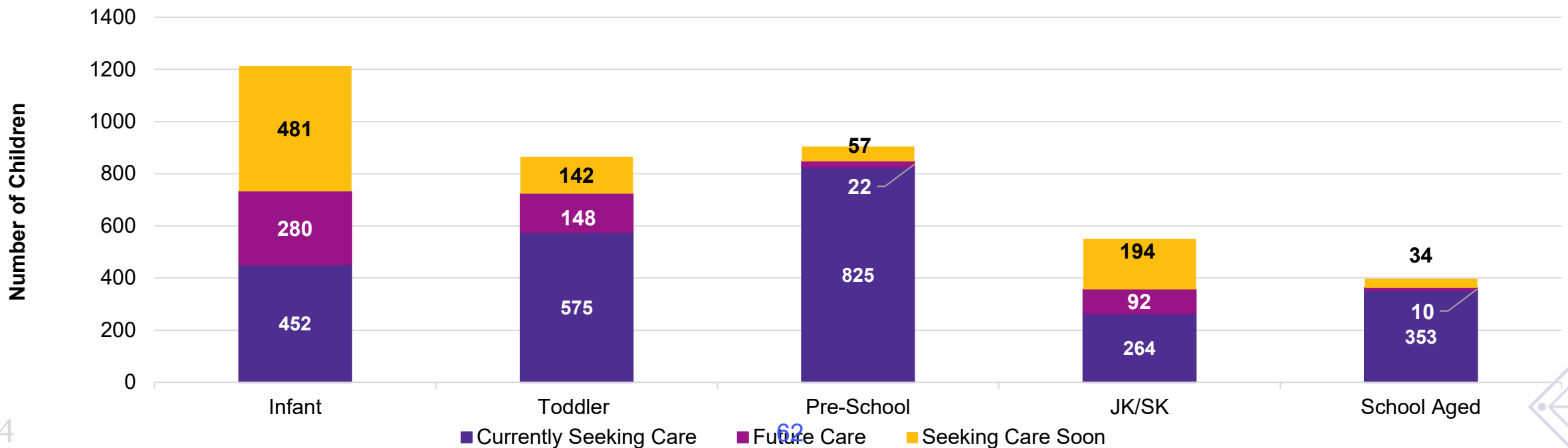
Number of Families Applying Special Needs Services

47

Total Number of Placed Children in Q1

121

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



Child Care and Early Years: Waitlist



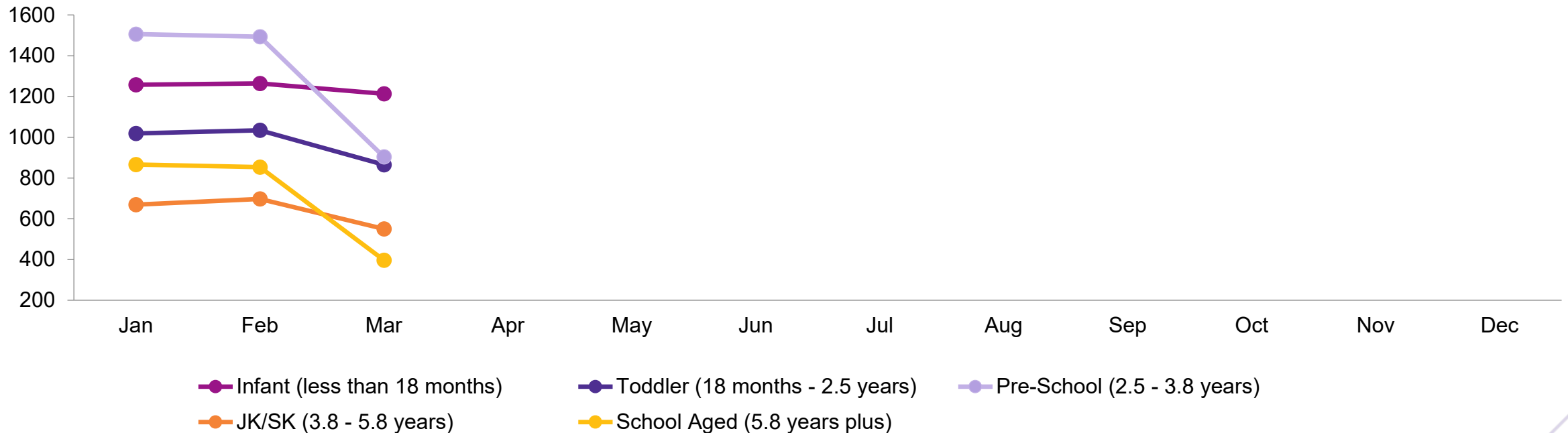
Total Waitlist at end of Q1 2026

3,929

Percent of Waitlist Currently Seeking Care at end of Q1 2026

63%

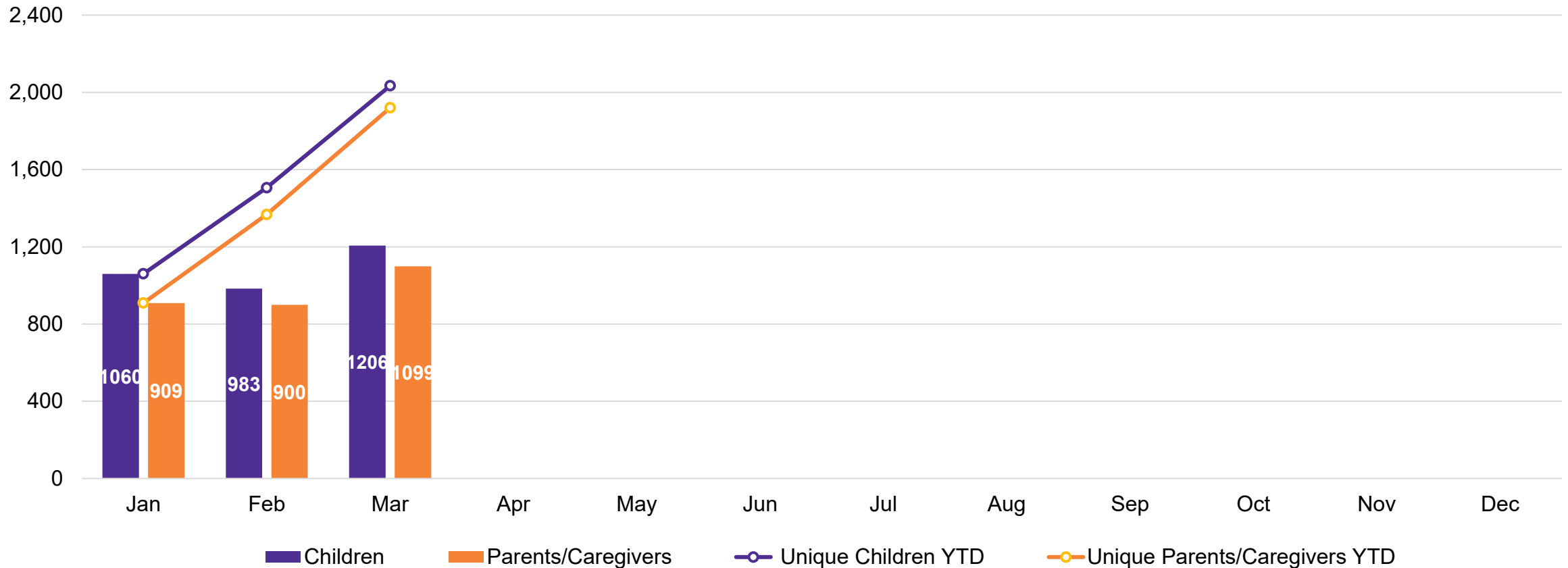
Total Waitlist Trends by Program: 2026



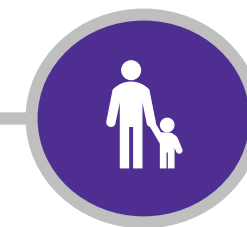
Child Care and Early Years: EarlyON



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	158	101
Anishnawbe Mushkiki	Thunder Bay	320	247
Bingwi Neyaashi Anishinaabek EarlyON Centre	Thunder Bay	19	25
Brass Bell Family Resource Centre	Manitouwadge	27	16
Brass Bell Family Resource Centre	Nipigon	30	22
Brass Bell Family Resource Centre	Schreiber	51	37
Brass Bell Family Resource Centre	Terrace Bay	21	15
Brass Bell Family Resource Centre	Dorion	21	16
Brass Bell Family Resource Centre	Red Rock	19	14
Centre Grandir en Francais	Thunder Bay	15	10
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	152	128
Children and Family Centre - Our Lady of Charity Catholic School	Thunder Bay	101	99
Communities Together for Children (Northwood)	Thunder Bay	965	912
Early Years Community Site - Intercity Mall	Thunder Bay	490	528
Rural Family Centre- Gorham And Ware School	Lappe	9	11
Rural Family Centre - Whitefish Valley School	Kakabeka	11	9
Rural Family Centre - Murillo	Murillo	177	148
Greenstone EarlyON	Geraldton	32	26
Marathon Children and Family Centre	Marathon	28	27
Thunderbird Child and Family Centre	Longlac	52	36
Waabogonee EarlyON Centre	Thunder Bay	75	97

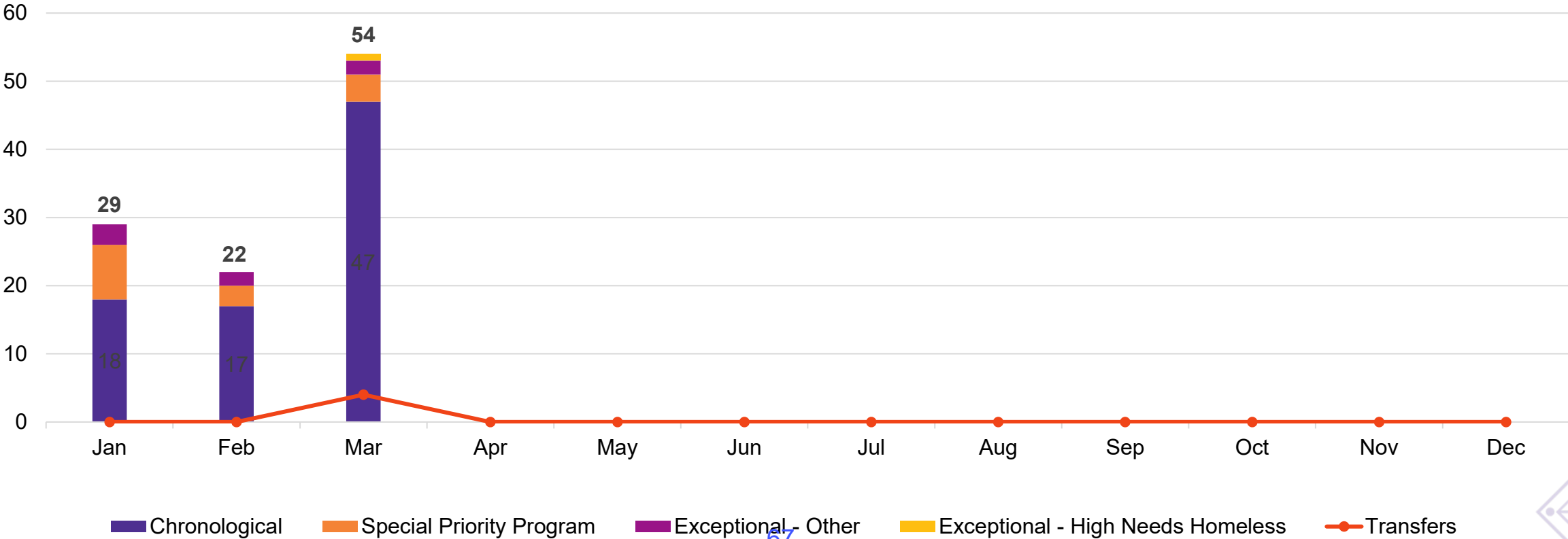


Housing: Applicants Housed



Total Housed YTD **105**

Total Number of Applicants Housed Per Month

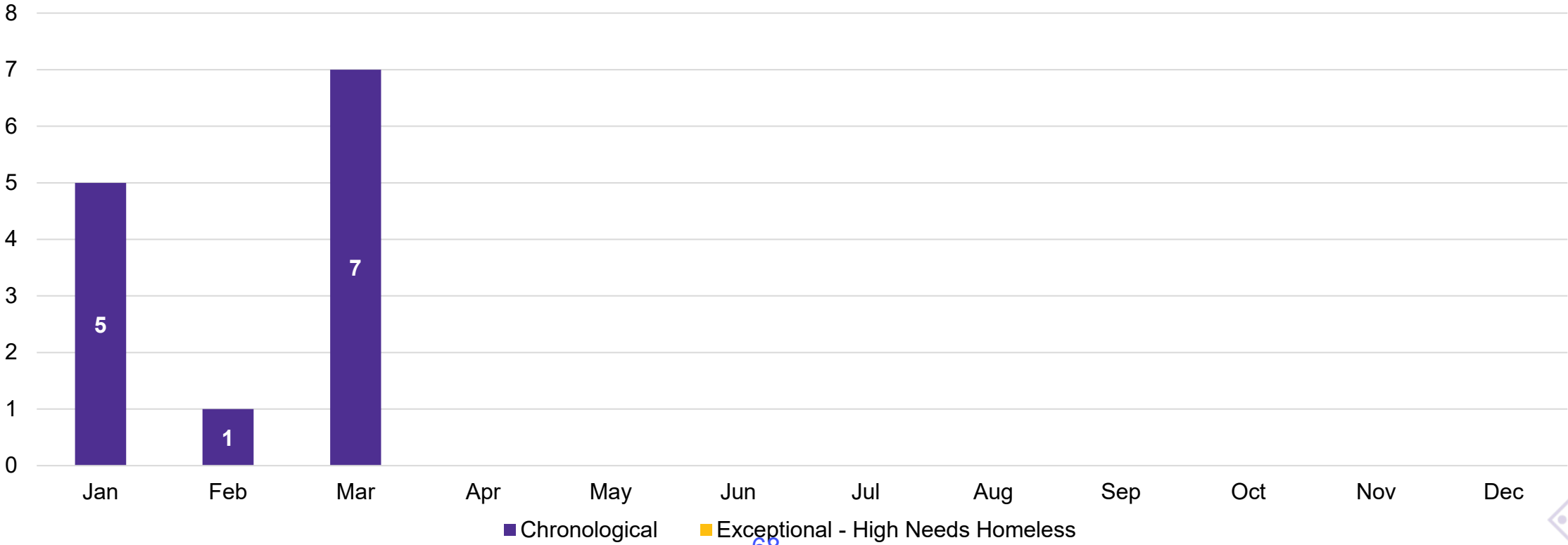


Transitional & Supportive Housing: Applicants Housed



Total Housed Through Transitional and Supportive Housing YTD	13	Total HNH Housed Through Transitional and Supportive Housing YTD	0
---------------------------------------------------------------------	-----------	-------------------------------------------------------------------------	----------

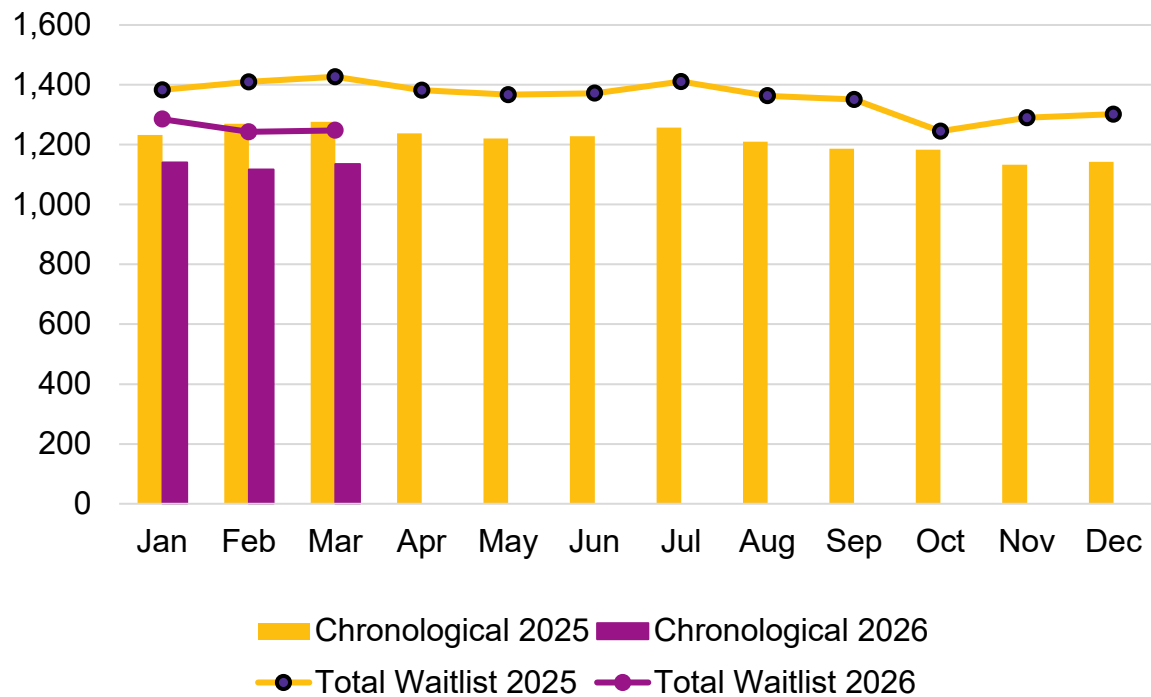
Total Number of Applicants Housed Through Transitional and Supportive Housing



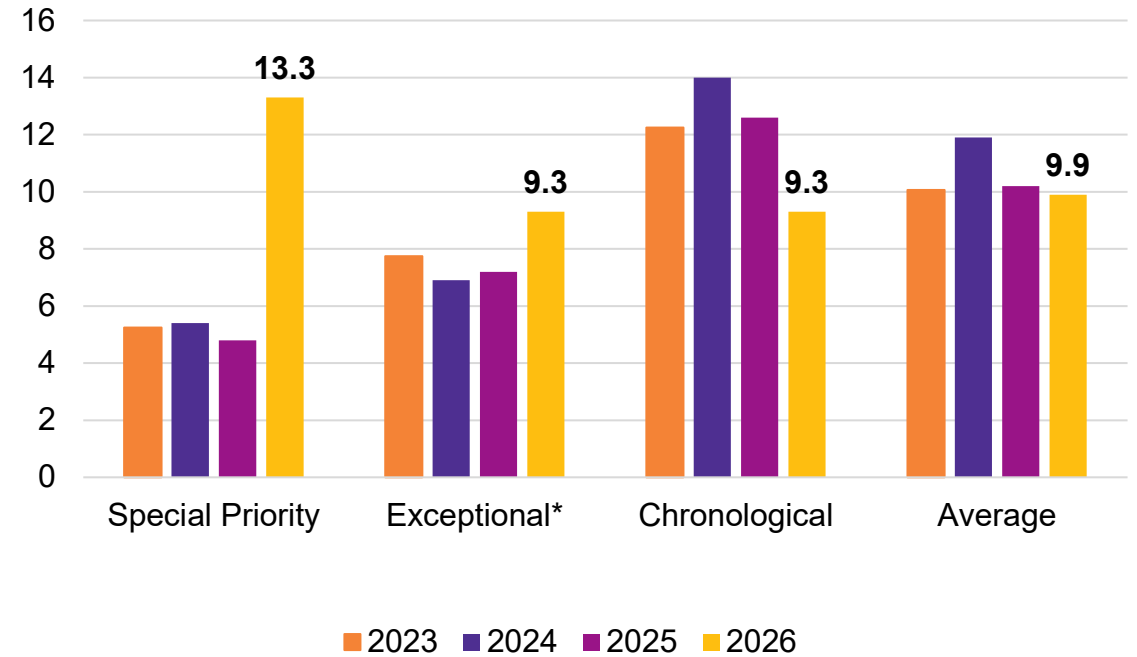
Housing: Waitlist and Housed Statistics



Total and Chronological Waitlist Trends



Average Time on Waitlist Year over Year in Months



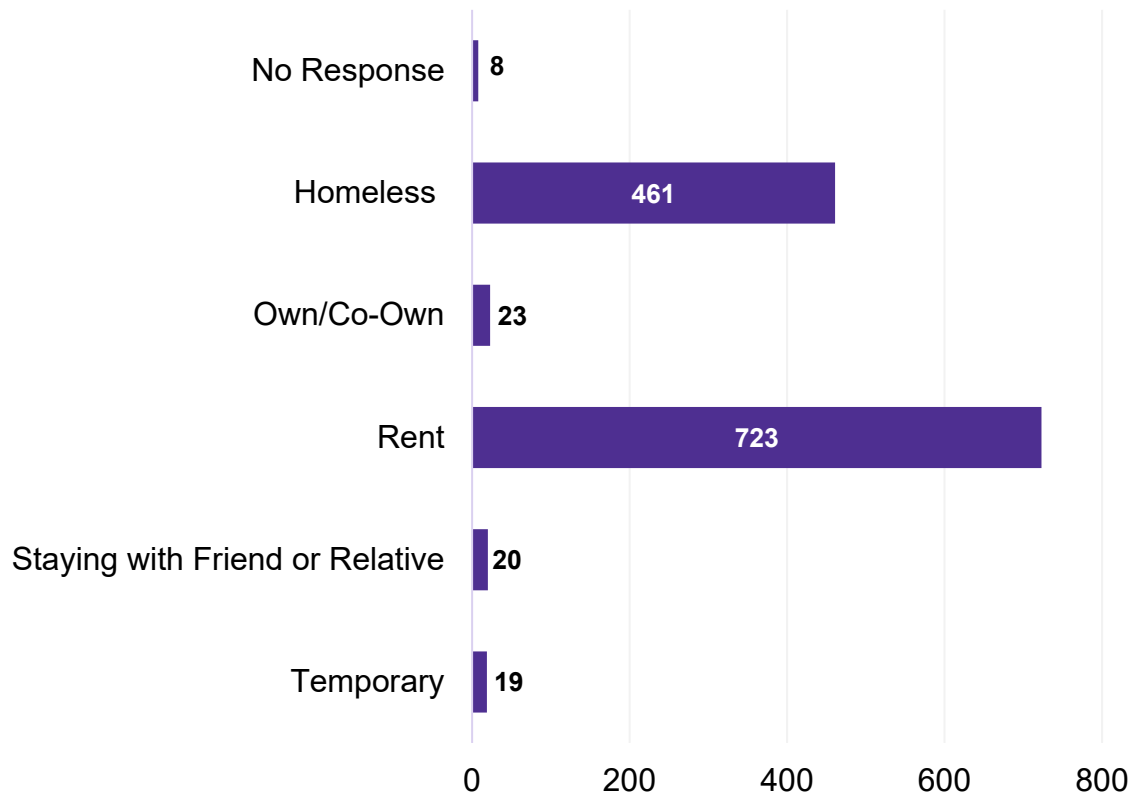
*Exceptional = Medical + Family Reunification + High Needs Homeless Priority



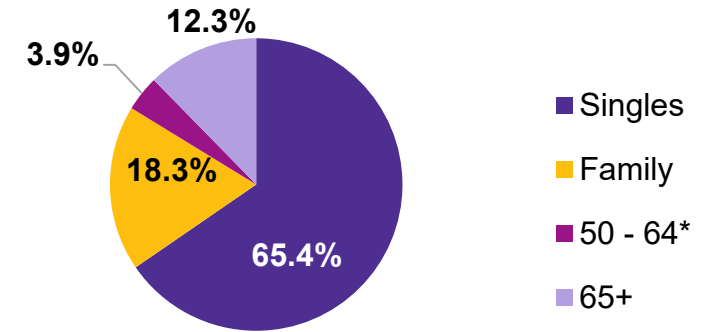
Housing: Applicants' Data



Current Housing Status of Applicants, as at end of Q1^{1,2}

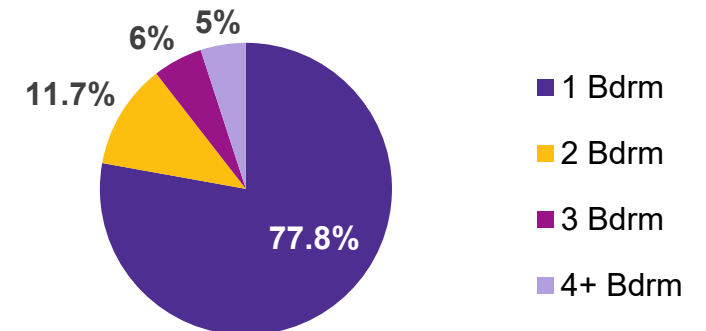


Household Type Demand, as at end of Q1



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

Unit Type Demand, as at end of Q1



¹This is head of household information.

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



Housing: Emergency Shelter Use



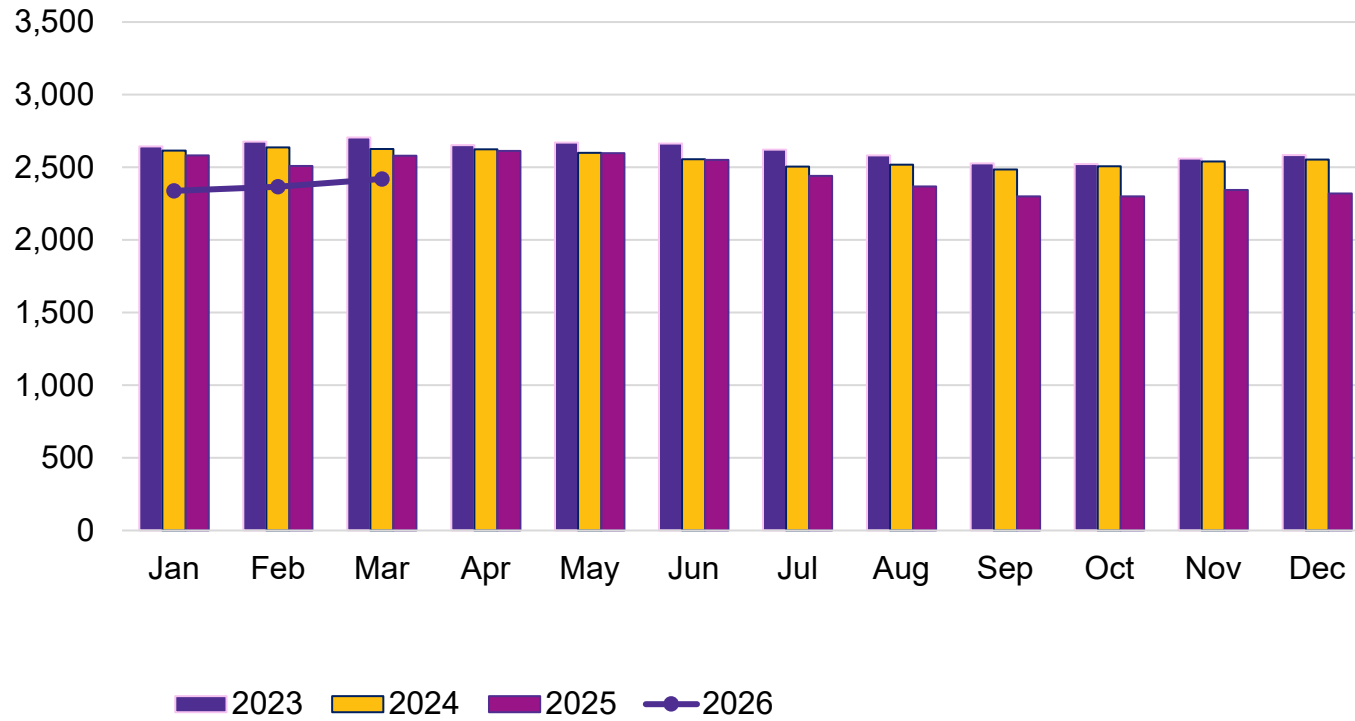
Emergency Shelter	Max Beds	January Average Usage	February Average Usage	March Average Usage
Shelter House	71	79	75	72
Salvation Army Shelter	62	43	53	53
Urban Abbey Shelter*	85	54	54	60
Grace Place Out of the Cold	35	35	33	32



Ontario Works: Caseload



OW Caseload¹



Number of Cases at end of Q1	
OW Caseload	2,420
Temp Care Cases	154
ODSP Caseload ²	56



Ontario Works: Caseload Profiles



Demographic Information

Cases¹ (Unique Count) by Family Structure

Family Structure	Year	
	2025	2026
Singles without children	3,017	1,975
Singles with children	989	698
Couples without children	148	31
Couples with children	58	76
All Cases²	4,212	2,780

Active Adults (Unique Count) by Level of Education

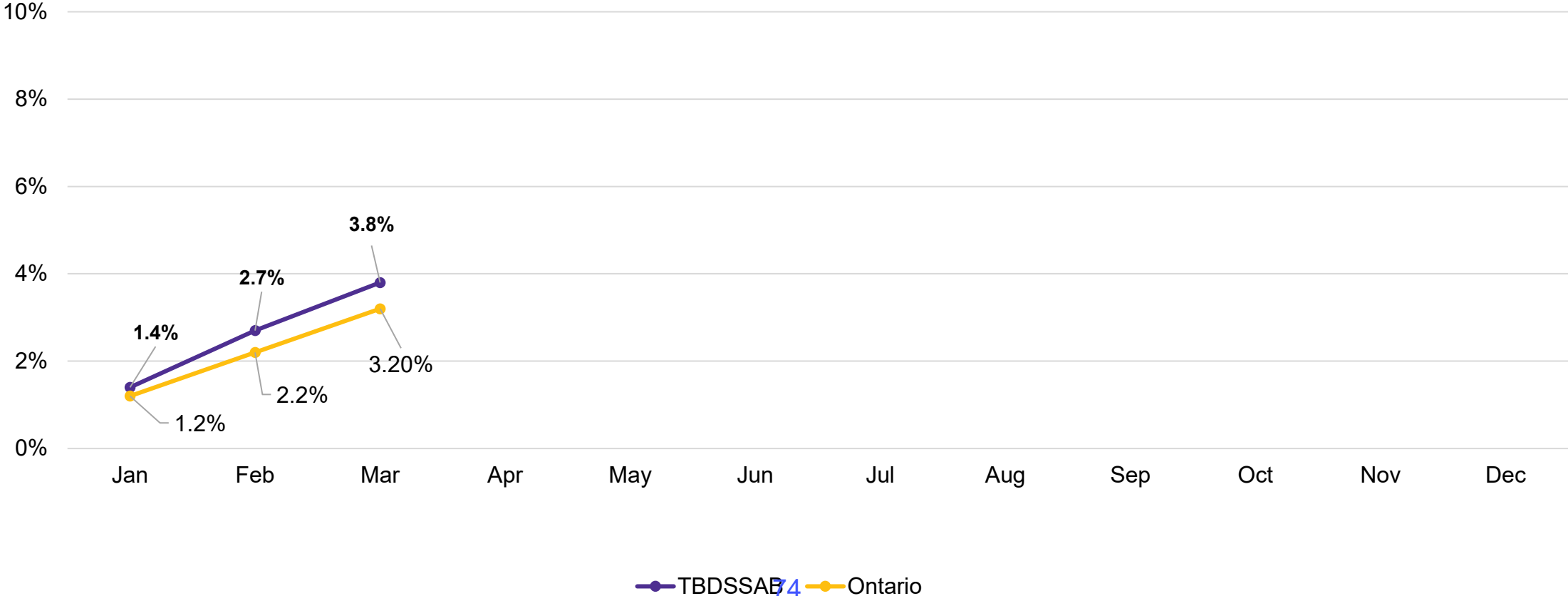
Level of Education	Year	
	2025	2026
Grade 1-8	136	94
Grade 9-11	1,118	736
Grade 12-13	1,030	682
Post Secondary	518	352
All Adults²	2,802	1,864



Ontario Works: Employment Assistance Services



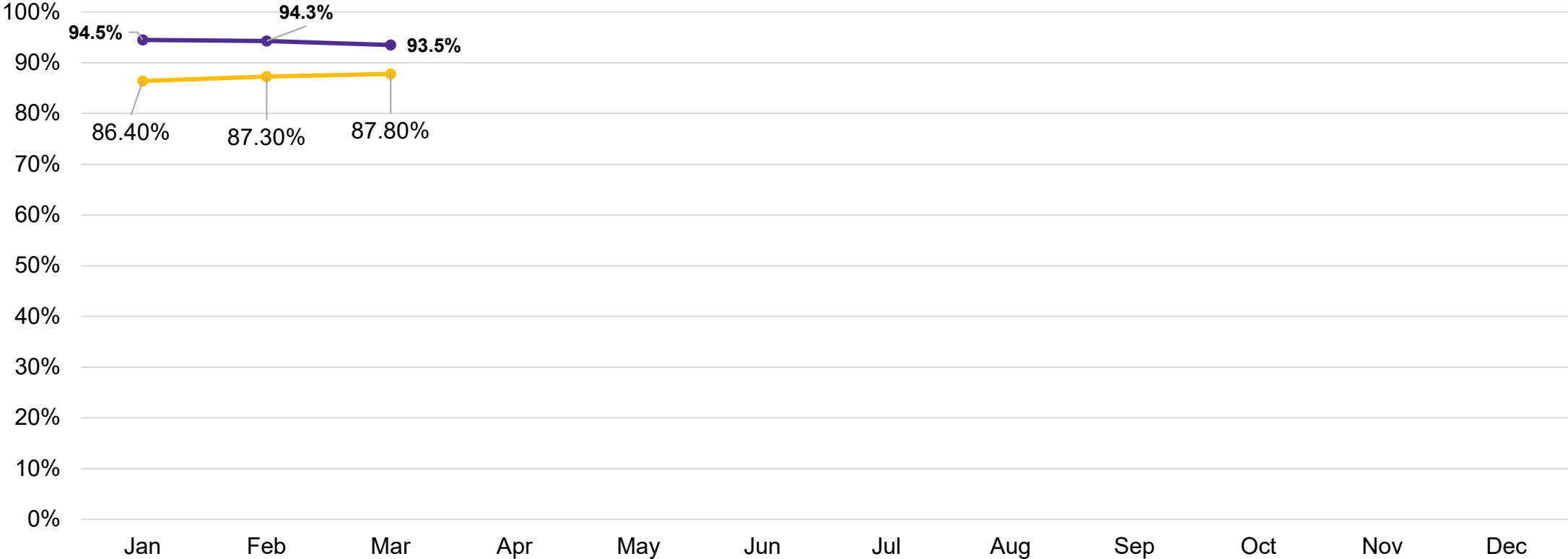
% of OW Caseload Exiting to Employment (Cumulative Year-to-Date)



Ontario Works: Employment Assistance Services



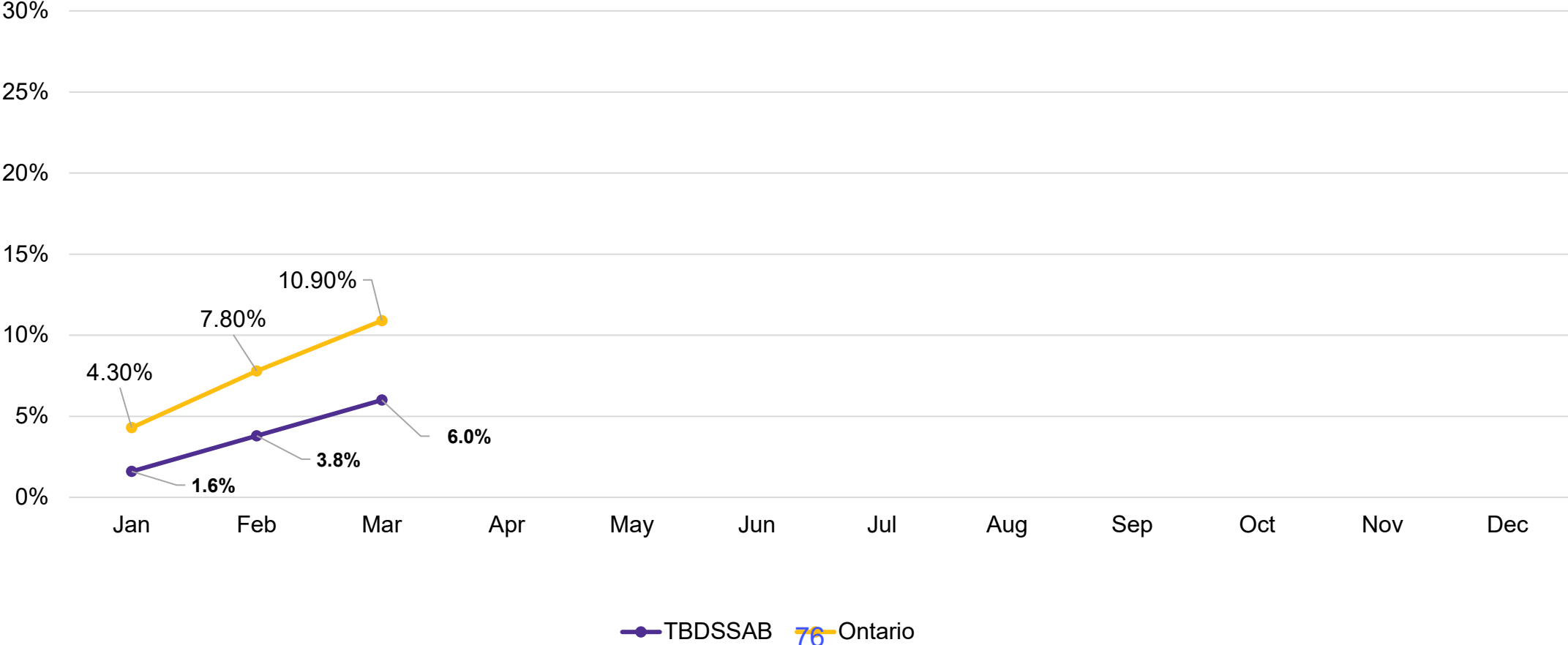
% of OW Clients* that have Created a Social Assistance Action Plan (Cumulative Year-to-Date)



Ontario Works: Employment Assistance Services



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



TBDSSAB Quarterly Operational Report

Report No. 2026-19

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January 1st – March 31st, 2026

