

## DNSSAB BOARD MEETING AGENDA

Date: **Wednesday, September 25, 2024, 1:00 p.m.**  
 Location: **DNSSAB Boardroom**  
**200 McIntyre Street East, North Bay, ON, P1B 8V6**

	<b>Pages</b>
<b>1. Call to Order</b> <b>Recommended Motion:</b> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of September 25, 2024 at ____ PM. <b>1.1 Declaration of Conflict of Interest</b>	
<b>2. Opening Remarks by the Chair</b>	
<b>3. Approval of Agenda</b> <b>Recommended Motion:</b> THAT the Board accept the Agenda for September 25, 2024.	
<b>4. Approval of Minutes</b> <b>Recommended Motion:</b> THAT the Board adopt the minutes of the Special Board meeting of July 24, 2024.	5
<b>5. Delegations</b>	
<b>5.1 Heart and Hands by Tracy Clement and Scott Kile.</b>	10
<b>5.2 Castle Arms - Jennifer Carriere and Jamie Lowery, Executive Director</b>	12
<b>5.3 Data Portal by David Plumstead, CORP-2024-038</b>	13
<b>6. CAO Verbal Update</b> <b>Recommended Motion:</b> THAT the Board accepts the CAO Verbal Update for September 25, 2024.	
<b>7. Consent Agenda</b>	

*All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.*

**Recommended Motion:**

THAT the Board receives for approval/ information, Consent Agenda items 7.1 to 7.7.

<b>7.1</b>	<b>Cold Weather Program Update, HS-2024-031</b>	<b>16</b>
<b>7.2</b>	<b>Nipissing Counts 2024, HS-2024-030</b>	<b>19</b>
<b>7.3</b>	<b>Canada-Wide Early Learning and Child Care System Update, CS-2024-006</b>	<b>21</b>
<b>7.4</b>	<b>AMO Delegation Results 2024, CORP-2024-030</b>	<b>26</b>
<b>7.5</b>	<b>Community Paramedicine Integration in Community, PS-2024-006</b>	<b>40</b>
<b>7.6</b>	<b>Truth and Reconciliation Ad Hoc Committee Update, PS-2024-007</b>	<b>42</b>
<b>7.7</b>	<b>Administration Policy Updates, CORP-2024-024</b>	<b>44</b>

**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board approves all new Board policies and policy changes noted in Board Report #CORP-2024-024.

**8. Managers' Reports**

<b>8.1</b>	<b>Transitional Housing Allowance, HS-2024-026</b>	<b>70</b>
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**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the creation of a Transitional Housing Allowance to help subsidize transitional housing units in the Nipissing District as set out in report HS2024-026.

<b>8.2</b>	<b>COCHI OPHI 2024-25 Amended Investment Plan</b>	<b>73</b>
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**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2024-2025

amended Investment Plan, for the District of Nipissing as set out in report HS2024-029; and,

THAT the DNSSAB authorizes staff to reallocate funds throughout the 2024-25 fiscal year to qualifying projects on emerging priorities within the district, up to the CAO's delegated authority.

**8.3 Additional Dwelling Units Update, HS-2024-027** **77**  
**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the additional allocation of \$580,980 from the Affordable Housing Reserve for the Additional Dwelling Unit Program bringing the total program funding to \$1,250,000 as set out in report HS2024-027.

**8.4 Strategic Plan Progress - Fall Update, CORP-2024-040** **80**

**8.5 Appointment of Auditors, CORP-2024-027** **109**  
**Recommended Motion:**

That the District of Nipissing Social Services Administration Board (DNSSAB) appoint the firm BDO Canada LLP (BDO) as its auditor for the year ending December 31, 2024.

**9. Move In Camera**

**Recommended Motion:**

THAT the DNSSAB Board move in-camera to discuss a matter which a board may hold a closed meeting under another federal or provincial statute, and personnel matters.

**9.1 Approval of Agenda**

**9.2 Approval of In-Camera Minutes - July 24 Special Board meeting closed session**

**9.3 The Gathering Place - Delegation with Financial Request**

**9.4 Item #4**

**9.5 Item #5**

**10. Adjourn In Camera**

**Recommended Motion:**

THAT the Board approve the action/direction discussed in-camera.

**11. Other / New Business**

**12. Next Meeting Date**

October 23, 2024, at South Algonquin Township Office,  
7 Third Ave, Whitney, Ontario

**13. Adjournment**

**Recommended Motion:**

THAT the DNSSAB Board Meeting be adjourned at \_\_\_\_\_ PM.



**DNSSAB BOARD MEETING  
MINUTES OF PROCEEDINGS**

**Date:** July 24, 2024, 12:00 p.m.  
**Location:** City of North Bay Council Chamber  
200 McIntyre Street East  
North Bay

**Members Present:** Mark King- Chair  
Lana Mitchell- Vice Chair  
Amanda Smith  
Chris Mayne  
Dan O'Mara  
Ethel LaValley  
Justine Mallah  
Maggie Horsfield  
Mélanie Chenier  
Peter Chirico  
Terry Kelly

**Members Absent:** Jamie Restoule

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**1. Call to Order**

The Chair called the meeting to order at 12:01 PM.

**Resolution #: 2024-72**

Moved by: Amanda Smith  
Seconded by: Lana Mitchell

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Special Board Meeting of July 24 at 12:01 PM.

**CARRIED**

**1.1 Declaration of Conflict of Interest**

None were declared.

**2. Opening Remarks by the Chair**

After the land acknowledgement, Chair Mark King welcomed everyone to the special meeting, and acknowledge the presenters and other attendees. He reviewed the delegation guidelines for presenters and asked visitors to be mindful of board meeting decorum, and reiterated the purpose of the special meeting was for one subject only, that being a permanent future location of a housing hub and shelter.

**3. Approval of Agenda**

**Resolution #: 2024-73**

Moved by: Dan O'Mara

Seconded by: Justine Mallah

THAT the Board accept the Special Meeting Agenda for July 24, 2024.

**CARRIED**

**4. Approval of Minutes**

**Resolution #: 2024-74-A**

Moved by: Mélanie Chenier

Seconded by: Peter Chirico

THAT the Board adopt the minutes of the June 24, 2024, proceedings of the DNSSAB Board Meeting.

**CARRIED**

**Resolution #: 2024-74-B**

Moved by: Amanda Smith

Seconded by: Chris Mayne

THAT the Board adopt the minutes of the ~~July~~ June 24, 2024, Community Services Committee meeting. (As amended.)

**CARRIED**

**Resolution #: 2024-74-C**

Moved by: Ethel LaValley  
Seconded by: Chris Mayne

THAT the Board adopt the minutes of the June 24, 2024, NDHC board meeting.

**CARRIED**

## **5. Delegations**

Katie Bevan thanked the board for opportunity to present on behalf of the DIA, representing approximately 200 businesses in the downtown core, to provide their input on a future location of a permanent hub and the possible negative impact this could have on the downtown core. She recounted anti-social behaviours that negatively affected businesses in recent years.

Tony Limina of Building Blocks thanked the board for the opportunity to speak on behalf of Building Blocks and it's founding member, Rod Bilz and asked the Board to consider community impacts on a decision without reasonable mitigation, noting none in the area of the Fraser Street warming centre were forewarned of its opening. He recounted his experiences and asked that the community be allowed to assist with advocacy with Federal and Provincial governments, stating the community as a whole is responsible for finding solutions for homelessness.

Donna Backer of the North Bay and District Chamber of Commerce noted the personal and financial risk to the business community stemming from visible homelessness and noted the need for the business community through non-partisan advocacy to work collaboratively and transparently with agencies assisting those experiencing homelessness.

Evan Newman, representing former staff members of the Fraser Street warming centre, offered their recommendations and insight which included easy access/walking distance to services supporting those experiencing homelessness, a place for people to congregate outside the building where they are not on display, showers, security cameras, an onsite healthcare professional and special training and mental health supports for staff, and coordination of support services. He also suggested a safe consumption site within or near the hub, transportation to the low barrier shelter, and one intake process for the warming centre and shelter.

Alex Gasson, a resident near the Fraser Street warming centre, recounted his personal experiences with anti-social behaviour and crime, and how that affected his family and strongly suggested community consultation before deciding on a site for a permanent hub.

The Chair called for a 10-minutes break.

**6. Consent Agenda**

There were no Consent Agenda items.

**7. Managers' Reports**

There were no Manager's Reports.

**8. Move In Camera**

**Resolution #: 2024-75**

Moved by: Chris Mayne

Seconded by: Dan O'Mara

THAT the DNSSAB Board move in-camera at 2:12 PM to discuss a matter of negotiation.

**CARRIED**

**8.1 Approve In-Camera Agenda**

**8.2 Approve In-Camera Minutes**

**8.3 Item #1, HS-2024-026**

**9. Approve In Camera**

**Resolution #: 2024-76**

Moved by: Justine Mallah

Seconded by: Lana Mitchell

THAT the Board approve the action/direction discussed in-camera.

**CARRIED**

**10. Other / New Business**

There was no new business.

**11. Next Meeting Date**

**12. Adjournment**

**Resolution #: 2024-77**



Moved by: Mélanie Chenier  
Seconded by: Maggie Horsfield

THAT the DNSSAB Special Board Meeting be adjourned at 3:03 PM.

**CARRIED**

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MARK KING

CHAIR OF THE BOARD

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MELANIE SHAYE

SECRETARY OF THE BOARD

From: Tracy Clement & Scott Kile  
Heart & Hands

Date: September 12, 2024

To: Marianne Zadra,  
Communications & Executive Coordinator  
DNSSAB

RE: Heart & Hands Homeless Outreach

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Let me introduce myself for today's presentation. I am Scott Kile. I am here with Tracy Clement representing Heart and Hands mobile community outreach. For today's presentation I will do the oral part of the presentation. Tracy is the Lead for Heart & Hands. Tracy will be here to answer any question or concerns you may have with regards to our presentation and the outreach program or any unhoused concerns.

Heart & Hands Mobile Outreach is a volunteer community-based outreach program. The main focus of the outreach program is to provide support, care and comfort to those in our community that have the misfortune of being unhoused. The unhoused community is mainly made up of those who suffer from mental health issues, drug addiction and many who simply cannot afford the cost of decent housing.

Heart & Hands is one of a number of volunteer outreach programs in our community. These outreach programs can be either stationary or mobile. Heart & Hands has a working relationship with both Boots on the Ground and Lighthouse which is also a mobile outreach program similar to Heart & Hands.

Heart & Hands was created and is administered by Tracy Clement. Tracy has a background and certification in Child & Youth Work, Social Work and Personal Support Work. Tracy and her volunteers encompass moral values to do numerous tasks to aid those in need. Those tasks include, compassionate support, meals, care packages that include water, snacks, clothing, medical wound packs, blankets, clothing, coats and boots, direction to what services are available to the unhoused and so much more.

The backstory for Tracy's commitment to Heart and Hands stems from personal tragedy that affected Tracy and her family. Tracy sadly had a brother that went from having his own family and job that he maintained long enough to accumulate a pension. Then came drug addiction, loss of family then homelessness. Tracy knows all too well the hardship of having a family member addicted to drugs, living on the streets, watching his pension money be used for drugs or stolen by other individuals. After several unsuccessful attempts at rehab Tracy's brother, Randy passed away just over a year ago due to complications of his lifestyle.

Outreach for Tracy includes regular visits to the homeless encampments, wellness checks on individual who may be in medical, emotional or physical distress. Heart & Hands (Tracy) along with Boots on the Ground and Lighthouse coordinate together to attempt to respond to a sudden crisis that requires a wellness check.

A wellness check may consist of an unhoused individual in distress crying hysterically in the parking lot, ditch or a homeless encampment. Some of these individuals at times are walking in freezing temperatures without boots or shoes or inadequate clothing for the elements etc. They attempt to provide comfort, medical aid or direction, food, clothing or in severe cases notify medical or emergency personnel. Outreach is also used to assist families in finding a loved one living on the streets. The coordination amongst the groups is a must as outreach is not a 9 to 5 venture. It is 24/7 – 365 days a year. Social media is the tool most used to alert of an unhoused individual in distress.

On Sundays there are almost no meal sources available to the unhoused. Although the estimate for unhoused individuals in North Bay is in the hundreds, Heart and Hands tries to use their resources within to provide 30 to 60 hot meals to the unhoused. Sadly, as hungry as some unhoused individuals are when first handed a bowl of hot chili or soup many use the hot bowl to warm their frozen hands before they consume their meal.

Other functions of hearts and hands is to provide site clean up in the encampments or vacated encampments. It is a daunting task almost impossible to keep up with. With the co-ordinated effort of Clean Green and Beautiful volunteers continue with cleaning efforts. In some cases, we find garbage in the encampments are due in part to individuals wanting to get rid of garbage but don't want to make the effort and go to the city dump. Instead, they will bring a garbage couch, chair or other items and offer them to the unhoused.

Heart and Hands is a supporter of a nexus or hub. A place where individuals facing homelessness, addiction and mental health issues will be welcome. It would be ideal if it was a place they can spend some time and have access to a variety of services on a consistent basis.

Heart and Hands recognizes the efforts of City Council and DNSSAB and its many community partners for their care, compassion and efforts to provide solutions to the unhoused, mental health and drug addiction issues. Sadly, it appears as hard as we try and put forth our best efforts, we are only providing bandage solutions.

Recently, Northern Ontario Mayors endorsed the “the solve Crisis Campaign” launched by Ontario’s Big City Mayors Recognising this is not just a local issue but a national pandemic and a humanitarian crisis. The initiative is to get the provincial and federal government to step in to provide a solution, funding and support for the crisis. One of the initiatives is to form a task force to come up with a solution to the crisis. This is something that could be years in the making and or may never come to fruition. What Heart and Hands would encourage to happen is North Bay to become a leader in finding a resolve to this crisis by forming our own task force to work on the crisis and promote our findings loudly, passionately and nationally.

In Closing – Thank you for your time and effort and concern you place on our homeless crisis. If you have any questions, concerns or suggestions on our presentation please let us know.

Respectfully  
Scott Kile (249) 358-2844  
Tracy Clement (705) 358-0735

## Castle Arms Delegation - Speaking note points

Presented by Jennifer Carriere and Jamie Lowery

### **Castle Arms Overview:**

- Founded in 1986 as an independent not-for-profit to provide social housing for seniors.
- Funded by the provincial government, with subsidies from the DNSSAB.
- Operates five buildings for seniors, four of which are located along Olive Street near Cassellholme.

### **Concern Regarding Homelessness Hub:**

- The temporary location of Nipissing Pines on Chippewa Street is close to seniors' housing and schools.
- Castle Arms suggests the permanent Homelessness Hub be located away from high concentrations of seniors and children.

### **Demographic Data:**

- 2021 Census: In the local dissemination area, 45.9% of residents are 65 and older.
- Castle Arms houses 283 seniors out of 851 people in the area.
- There are around 2,660 children in the area, attending four nearby schools.

### **Impact of the Temporary Location:**

- The proximity of the temporary Hub has led to complaints, increased security issues, and expensive security measures like fencing.
- Safety concerns are well-documented and undisputed.

### **Collaborative Proposal:**

- We suggest bringing together the Homelessness Hub, local schools, neighborhood organizations, and the North Bay Police Service to discuss solutions.
- Develop a model to mitigate security issues, which could later be applied at the permanent Hub location.

### **Suggested Role of DNSSAB:**

- Propose that the DNSSAB lead the conversation to ensure the right stakeholders are involved.
- A collaborative model could help reassure the community when the permanent Homelessness Hub is established.



## BOARD REPORT #CORP-2024-038

**FOR INFORMATION**                      *or*                       **FOR APPROVAL**

**Date:** September 25, 2024

**Purpose:** DNSSAB Data Portal

**Department Head:** David Plumstead, Manager of Planning, Outcomes and Analytics

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                       **Remove Barriers**                       **Seamless Access**                       **Learn & Grow**

Publishing open information and data on the DNSSAB Data Portal will help to strengthen the Board's communications and public relations by informing the community and stakeholders in areas of public policy, across DNSSAB's departments and programs. Providing public access to quality, timely data also helps to engage the community on the issues while increasing public education and awareness of the DNSSAB, and the local communities and operating environment.

### BACKGROUND

The DNSSAB produces a vast amount of information and data through the course of its operations, service system planning, and reporting. One example is the monthly Board reports, which often contain a large amount of information and data that includes various charts, tables, and other data visuals. While this public information and data is available in the Board packages on the corporate website, it is unlikely that many people consume or reference the data given that it is in PDF documents.

So, while the data serves the initial purpose of informing the Board on a monthly basis, it is not necessarily being used in other useful ways such as informing local research; providing supporting data and evidence for other community plans or funding applications and proposals; or mobilizing the community around the issues.

In addition to the Board reports, staff also collect and analyze numerous other datasets for the purpose of planning, evaluation, and measuring performance and outcomes. In many cases

the analysis results in charts, tables, dashboards, and other data visualizations that are also considered open or public data that could be made available to the public for reference and use that goes beyond the initial purpose (“publish once, use many times”).

Finally, the publication of data will help to counter the increasing requests staff receive for statistical information while meeting the evolving expectations of users who are looking for public information and data that is easy to find and use.

In view of the above, a data portal has been developed to improve the dissemination and mobilization of DNSSAB’s public data.

## **CURRENT STATUS**

The development and testing phase of the portal project has been completed and the DNSSAB Data Portal will be located on a tab at the top of the corporate website. The initial data published on the portal includes ambulance call volume, caseload trends, and various other visuals and infographics.

The guidelines for publishing data on the portal are outlined in a staff policy, which outlines the procedure and type of data suitable for publishing, and the roles and responsibilities of staff involved in the data review and approval process. Central to the policy is ensuring that the portal data is public information and contains anonymized, non-identifiable data.

For the purpose of the DNSSAB Data Portal, ‘data’ is considered to consist of tables, charts, PowerPoints, dashboards, infographics, maps, or graphics in various formats, which provide a visual representation, story, and summary of the underlying data being described. It can be noted that public reports, plans, research papers, and other types of documents are not considered data for posting on the portal and are published in other appropriate areas of the corporate website.

## **FINANCIAL AND RISK CONSIDERATIONS**

As a corporate asset, the Board’s information and data needs to be managed like the other financial, physical, and human assets. Going forward it will be important to keep the current portal data updated as well as add new relevant data as it becomes available. In this sense the portal is a living platform that will require ongoing management and maintenance.

Whenever data is in play or publicly disseminated there are risks such as data quality issues, analytic errors, biased statistics or misrepresentation, or potential misinterpretation by the user. While these risks have always been present with the public information and data available in Board reports and on the corporate website, they may be amplified through the portal which gives the data greater public visibility and access. These risks can be mitigated with a strong information and data governance framework, which includes effective data policies and standards.

## **NEXT STEPS**

The data on the portal will be maintained and continuously updated based on the most recent data available for the various datasets (e.g., monthly, annual, etc.). New data will be published to the portal as it becomes available and is identified as meeting the objectives of the portal and public data dissemination.

## **RESOURCES CITED**

N/A

## **AUTHOR**

David Plumstead, Manager of Planning, Outcomes and Analytics

## BOARD REPORT #HS-2024-031

**FOR INFORMATION**                      *or*                       **FOR APPROVAL**

**Date:** September 25, 2024

**Purpose:** Cold Weather Housing Response Program

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

**Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities**

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input type="checkbox"/> <b>Learn &amp; Grow</b>
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**Maximize Impact** – The Cold Weather Housing Response Program will allow the DNSSAB to build on and expand partnerships to assist the homeless population and will aim to leverage internal and external service integration.

**Remove Barriers** – The Cold Weather Housing Response Program will provide a safe place for the homeless population to access services and to stay warm.

**Seamless Access** – The Cold Weather Housing Response Program will feature navigational services to allow homeless individuals to be connected to the services they need.

### BACKGROUND

For over a decade, a warming centre has operated during the winter months in various locations throughout North Bay to help shelter homeless individuals from the cold winter conditions. There is a critical need for a Cold Weather Housing Response Program (CWHRP) due to the increase in the number of individuals experiencing homelessness, especially those with additional barriers such as mental illness and substance abuse.

For the upcoming winter, the CWHRP will be located at 590 Chippewa Street West, the site of the current Low-Barrier Shelter and Northern Pines. The CWHRP is anticipated to open no later than November 1, 2024, and will be open until April 30, 2025. This site has been selected on a temporary basis, while the District of Nipissing Social Services Administration Board (DNSSAB), in collaboration with the City of North Bay, Crisis Centre North Bay, and other



partners, are actively seeking a permanent location for a 24/7 Integrated Shelter and Housing Hub.

As the current operator of the Low-Barrier Shelter and Transitional Housing complex, the Crisis Centre North Bay will also operate the CWHRP. The daytime program will be offered from 8:00 AM to 8:00 PM, in conjunction with the existing Low-Barrier Shelter which currently operates from 8:00 PM to 8:00 AM, therefore the site will provide services 24/7 for the upcoming winter months.

The CWHRP will provide daytime shelter and navigational services to individuals experiencing homelessness. A wide variety of on-site services will be available to assist individuals throughout the day. Crisis stabilization and housing access will be the primary focus of these services. Key partners such as the North Bay Regional Health Centre and Community Paramedicine are already delivering services on-site, which are leading to improved health and social outcomes.

### **FINANCIAL AND RISK CONSIDERATIONS**

The operating costs, as approved in HS-2024-025, will be funded through existing approved funding allocations for the Low-Barrier Shelter, Northern Pines Phase 3, and the Warming Centre largely through the provincial Homelessness Prevention Program (HPP), as well as Reaching Home funding, as recommended by the Community Advisory Board (CAB).

The CWHRP will have a maximum daytime capacity of 34 individuals and a maximum night-time capacity of 24 individuals. Capacity will be monitored, and the Extreme Cold Weather Response policy will continue to be applied as necessary.

To mitigate concerns from neighbouring property owners, DNSSAB in conjunction with the Crisis Centre North Bay hosted an open house on September 12<sup>th</sup>, 2024, and invited property owners within a 200-metre radius of Northern Pines. There were staff and residents from Barclay House and Castle Arms, and staff from Garderie Soleil, Les Compagnons des francs loisirs, and Franco Nord School Board. Crisis Centre staff answered several questions mainly focused on safety, washroom facility availability and long-term plans for the site.

### **OPTIONS AND/OR RECOMMENDATIONS**

N/A

### **NEXT STEPS**

1. Complete the kitchen renovations in Northern Pines 3 and ensure that the space is completed and in working order for the Cold Weather Housing Response Program.

2. Continue to collaborate with the Crisis Centre North Bay and community partners to ensure that the Cold Weather Housing Response Program is operating at its full potential.

**RESOURCES CITED**

N/A

**AUTHOR**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #HS-2024-030

FOR INFORMATION      or       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Nipissing Counts 2024

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**       **Remove Barriers**       **Seamless Access**       **Learn & Grow**

**Maximize Impact:** Nipissing Counts 2024 will bring together internal and external stakeholders to realize the common goals and maximize the collective resources to complete an accurate and comprehensive count of homelessness in Nipissing District.

**Remove Barriers:** Nipissing Counts 2024 will be conducted in an equitable and comprehensive manner designed to break down barriers, inequities and disparities.

**Seamless Access:** Nipissing Counts 2024 will involve processes and timing that will provide a maximization of access for those experiencing homelessness.

### BACKGROUND

In 2023, the Federal Government announced that all Designated Communities receiving Reaching Home funding would be expected to hold a homelessness enumeration annually for the next four years of their Reaching Home Agreement. The counts are to be held in the Fall and every second year will include a full survey in addition to the administrative count.

The District of Nipissing conducted Point in Time (PiT) Homelessness Counts in 2016, 2018, 2020, and 2021. Each of these counts was slightly different from the others. The counts in 2018 and 2020 were held in spring, in 2016 it was held in winter and in 2021 it was held in the fall.

The new annual directive and mandated fall timeframe will provide consistency of data that will be used to move forward with the outcome-based approach to end homelessness that is expected by the federal and provincial funders.

A Nipissing Counts planning committee, comprised of agency representatives and community member volunteers, was formed in May and worked to complete the details of the count and present them to the CAB. This year's Nipissing Counts will take place from 8:00 AM on October 9<sup>th</sup> to 7:59 PM on October 10<sup>th</sup>.

Housing, Infrastructure and Communities Canada (HICC) has indicated that communities may choose to extend the time for the surveys that accompany the administrative count for up to a full month after the 24 hours of the administrative count. Nipissing Counts survey completions will be extended for one week, until October 16<sup>th</sup>, in all areas of the District outside of North Bay. This will provide more time to identify and engage with individuals experiencing homelessness in rural and remote areas of the District, where service contact is scarcer.

### **FINANCIAL AND RISK CONSIDERATIONS**

Reaching Home includes Coordinated Access funding that has PiT Count costs as an eligible expense. The budget for the count includes an honorarium for participants answering the survey, printing of the survey in both official languages, and any costs pertaining to translation or volunteer transportation or meals.

The funding for 2024-25 for Coordinated Access and the PiT Count was originally set in the Reaching Home Agreement with Canada at \$113,360. After allocations for community services, the remaining amount is \$17,857.

### **OPTIONS AND/OR RECOMMENDATIONS**

N/A

### **NEXT STEPS**

Conduct the Nipissing Counts 2024 enumeration and submit data and final report.

### **RESOURCES CITED**

N/A

### **AUTHOR**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #CS-2024-006

FOR INFORMATION      or       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Canada-Wide Early Learning and Child Care System Update

**Department Head:** Lynn Démoré-Pitre, Director of Children's Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact       Remove Barriers       Seamless Access       Learn & Grow

The Canada-Wide Early Learning and Child Care (CWELCC) System is intended to support families and children by providing increased access to affordable, accessible, inclusive and high-quality child care.

### BACKGROUND

In 2021, the federal budget proposed to invest up to \$27.2 billion over five years towards a national early learning and child care plan, starting in 2021-22 as part of initial 5-year agreements.

On March 28, 2022, the Governments of Ontario and Canada signed the Canada-Wide Early Learning and Child Care (CWELCC) Agreement. The Province of Ontario reached a \$13.2 billion commitment over six years with the federal government on a national child care plan.

Funding under CWELCC is intended to build and leverage the success of Ontario's existing early learning and child care system by increasing quality, accessibility, affordability and inclusivity in early learning and child care, towards achieving the objectives of:

- Providing reduced parent fees for licensed child care reaching an average parent fee of \$10 a day by end of 2025/2026.
- Creating 86,000 new high-quality, affordable licensed child care spaces (relative to 2019 levels), and predominantly through not-for-profit licensed child care.
- Addressing barriers to providing inclusive child care; and

- Valuing the early childhood workforce and providing them with training and development opportunities.

### New Cost-Based Funding Approach

On August 15, 2024, the Ministry of Education shared information to support the implementation of the new cost-based approach to the CWELCC System starting January 1, 2025. The new cost-based funding provides support to licensed child care service providers participating in the CWELCC System for the delivery of services to children from infancy up to five years of age and will replace the “revenue replacement” approach that is active until December 31, 2024.

The new funding approach was guided by feedback received through various consultations and engagement sessions conducted by the Ministry of Education. The CWELCC cost-based funding approach is guided by the following principles:

- **Transparent:** Clear and consistent approach, both locally and across the province, so that service providers know what to expect from service system managers.
- **Representative:** Funding is responsive to how licensed child care is delivered in Ontario and based on the true costs of providing child care to eligible children.
- **Simple:** Easy to understand with minimal administrative burden.
- **Accountable:** Cost control structures and safeguards ensure accountability for and equitable distribution of public funding.

To support these principles and to ensure a consistent implementation across the province, the ministry has provided service system managers with guidelines which describe the calculation of cost-based funding and supports the administration of that calculation for CWELCC-enrolled agencies for 2025 and subsequent years.

Beginning January 1, 2025, licensed child care service providers will be funded based on eligible costs incurred in the calendar year, up to a maximum amount of funding determined by the prescribed formula, benchmarks and ministry guidelines. This cost-based approach is intended to provide funding based on typical costs of providing high-quality child care in Ontario.

The cost-based funding approach is calculated for every licensed child care site and is structured around the concepts noted in the following table.

CONCEPT	THROUGHOUT CALENDAR YEAR (Notional "Allocations")	AT END OF CALENDAR YEAR ("Actuals", after reconciliation)
<b>PROGRAM COSTS</b> The eligible costs of providing child care	<b>PROGRAM COST ALLOCATION</b> <i>Benchmark allocation plus any applicable top-up allocation</i> <ul style="list-style-type: none"> <li>"Benchmark allocation" represents the typical costs of providing quality child care in a geographic region, based on planned operating spaces</li> <li>"Top-up allocation" supports eligible centres/agencies with cost structures that exceed benchmark allocations, and eligible centres/agencies adding new spaces/active homes (including new centres/agencies).</li> <li>CMSMs/DSSABs can adjust Program Cost Allocations during the calendar year (for example, due to in-year operating space changes or one-time amounts for emergency repairs)</li> </ul>	<b>ACTUAL PROGRAM COSTS</b> <i>Reported by licensee and a subset verified by third party and CMSM/DSSAB</i> <ul style="list-style-type: none"> <li>Actual amount of eligible costs incurred for an eligible centre/agency to provide child care reflected in base fees during the calendar year.</li> <li>Cannot exceed the Program Cost Allocation, including any in-year adjustments.</li> </ul>
<b>BASE FEE REVENUE OFFSET</b> Collected from families and available to apply towards program costs or profit/surplus	<b>EXPECTED BASE FEE REVENUE OFFSET</b> <ul style="list-style-type: none"> <li>Amount of base fee revenue estimated to be earned in the calendar year based on planned operating spaces.</li> <li>Adjusted by an allowed vacancy rate when it offsets the Program Costs Allocation (for example, recognizing turnover).</li> </ul>	<b>ACTUAL BASE FEE REVENUE OFFSET</b> <ul style="list-style-type: none"> <li>The amount of base fee revenue earned from families and fee subsidy revenue for eligible children in the calendar year.</li> <li>Cannot be lower than the Expected Base Fee Revenue Offset, which is adjusted by the allowed vacancy rate.</li> </ul>
<b>AMOUNT IN LIEU OF PROFIT/SURPLUS</b> To recognize the risk of operating a business or to reinvest in child care, while safe-guarding public funds	<b>ALLOCATION IN LIEU OF PROFIT/SURPLUS</b> <i>Function of the Program Cost Allocation plus a flat amount</i> <ul style="list-style-type: none"> <li>Provided with and based on the Program Cost Allocation.</li> </ul>	<b>ACTUAL AMOUNT IN LIEU OF PROFIT/SURPLUS</b> <i>Function of benchmark allocation &amp; Actual Program Costs plus flat amount</i> <ul style="list-style-type: none"> <li>Final amount of funding provided in lieu of profit/surplus, based on Actual Program Costs.</li> </ul>
<b>COST-BASED FUNDING</b> To enable CWELCC-enrolled licensees to meet the objectives of the CWELCC program, including reducing parent fees at eligible centres/agencies	<b>COST-BASED FUNDING ALLOCATION</b> <i>Program Cost Allocation plus Allocation in Lieu of Profit/Surplus minus Expected Base Fee Revenue Offset</i> <ul style="list-style-type: none"> <li>Total amount of notional funding provided to support the costs of providing child care at an eligible centre/agency throughout the calendar year.</li> </ul>	<b>ACTUAL COST-BASED FUNDING</b> <i>Actual Program Costs plus Actual Amount in Lieu of Profit/Surplus minus Actual Base Fee Revenue Offset</i> <ul style="list-style-type: none"> <li>Final amount of funding available for an eligible centre/agency for a calendar year, based on Actual Program Costs.</li> <li>CMSMs/DSSABs must recover any overpayments promptly and return to the Ministry (this means, no carry-over provisions).</li> <li>CMSMs/DSSABs may offset overpayments from subsequent payments if there is an ongoing funding arrangement with the licensee.</li> </ul>

Table 1. The cost-based funding approach is structured around four key concepts, which are calculated and disbursed as notional amounts before crystalizing to final ("actual") amounts (that is, amounts retained by the licensee) after all eligible costs have been incurred, at the end of the calendar year.

### Annual Reconciliations and Compliance Assurance

In accordance with ministry guidelines, DNSSAB will be required to reconcile the cost-based funding allocated to each service provider with actual eligible costs annually and select a subset of service providers to undergo further scrutiny of eligible cost through a Direct Engagement to report on compliance, giving third-party assurance that all costs are eligible.

### Non CWELCC-Enrolled Agencies

It is important to note that under this new cost-based formula, service providers who opt to not participate in the CWELCC System may continue to run their operations under the existing provincial licensing and regulatory framework; however, they will no longer have access to general operating funding, fee subsidy or wage enhancement grants for programs offering services from infancy up to five years of age, as the ministry has integrated these funding allocations into the new funding formula.

In Nipissing, participation in the CWELCC system continues to be 100%.

### Next Parent Fee Reduction

In addition to the implementation of the new funding formula, the ministry has announced the next parent fee reduction. To support the reduced parent fees for licensed child care reaching

an average parent fee of \$10 a day by end 2025/2026, families with children under six years of age will see child care fees capped at \$22 per day effective January 1, 2025.

### Local Priorities Funding

As part of the new child care funding approach, DNSSAB will also receive local priorities allocations to support licensed child care programs. These allocations include funding to support the entire sector (i.e. fee subsidy, workforce funding, capacity building funding and special needs resourcing/inclusion supports) as well as funding to support services for children from six to 12 years of age (i.e. general operating, wage enhancement grant and CWELCC workforce compensation).

Additional guidelines will be released in the coming months providing further details related to the flexibility and limitations around these allocations.

### **FINANCIAL AND RISK CONSIDERATIONS**

The implementation of the child care funding formula and framework requires DNSSAB to maintain the municipal cost share contributions as per the 2024 transfer payment agreement.

No further contributions will be required at this time.

### **OPTIONS AND/OR RECOMMENDATIONS**

N/A

### **NEXT STEPS**

In the coming months, the ministry is expected to release additional templates and service system management guidelines to support with the implementation of the new funding formula and the local priorities allocations.

Policies, procedures and guidelines will be updated to align with this new approach.

DNSSAB will continue to work closely with the early years and child care service providers to ensure that the sector is well informed as the CWELCC System continues to be implemented across the province. Ongoing conversations are being planned to ensure that all licensed child care services are well supported during this transition.

DNSSAB will also ensure that ongoing communication is handled in a proficient manner through various methods (i.e. website, guidelines, memorandums, etc.) which in turn will ensure that information related to policies, guidelines, funding opportunities and more, reaches service providers throughout the district.

The Board will continue to receive updates as additional information becomes available.



## **RESOURCES CITED**

[Ontario Child Care and Early Years Funding Guidelines for Consolidated Municipal Service System Managers and District Social Services Administration Boards. CWELCC Cost-Based Funding Guideline.](#)

## **AUTHOR**

Lynn Démoré-Pitre, Director of Children's Services



## BOARD REPORT #CORP-2024-030

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** AMO Delegation Results 2024

**Department Head:** David Plumstead, Manager of Planning, Outcomes and Analytics

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                       **Remove Barriers**                       **Seamless Access**                       **Learn & Grow**

The Association of Municipalities of Ontario (AMO) delegations provide an opportunity for the Board to advocate on behalf of the district's residents to meet their needs and expectations. Through advocacy and increasing the awareness of local issues and needs, the Board can influence provincial policy and programming to improve client outcomes.

### BACKGROUND

Following up from the June briefing note on AMO delegations, the AMO annual conference was held in August and was attended by the DNSSAB CAO, Board Chair, and several other Board members.

Heading into the conference, the DNSSAB had secured four delegations with various provincial ministers, parliamentary assistants, and senior government staff. The delegations and results are summarized in the following section.

### AMO DELEGATIONS

Four delegations were presented at the AMO conference, by the DNSSAB CAO and Board Chair. Other Board members attending the conference were also present at many of the delegations. The delegation issues concern the local affordable housing supply, hearing delays at the Landlord Tribunal Board, low Ontario Works rates, and the land ambulance service grant model and capital funding for an off-road response vehicle. The full delegation presentations are included in the appendix for reference.

The following tables summarize the AMO delegations in terms of the delegation 'ask' and the results of the delegation meetings:

### Delegation (MMAH): Housing Stabilization in the District of Nipissing

#### ASK 1: HOMELESSNESS OUTREACH

**\$313,000** in annualized funding for a responsive, mobile, outreach team with the capacity to travel throughout the District and provide in-situ supports, transportation and service navigation for individuals living unsheltered and **\$65,000** in one time funding for the purchase of a vehicle for outreach use.

#### ASK 2: SUPPORTIVE HOUSING CAPITAL & OPERATING

##### \*\*HIGHEST PRIORITY ASK

**\$8,750,000** in one-time capital funding to develop a minimum of 25-unit supportive housing project in the District of Nipissing and **\$1,200,000** in annualized operating funding that would serve those who require on-going supports as a flow through from the transitional housing system.

#### ASK 3: AFFORDABLE HOUSING CAPITAL & RENTAL SUBSIDIES

Funding allocation increases to the COCHI OPHI programs that would allow the District of Nipissing to fund affordable housing developments on an annual basis and annualized operating funding for rental subsidies to meet the needs of lower income residents in the District of Nipissing with RGI housing.

#### Results:

In addition to the above, Board members in attendance explained their desire to work with the province on getting shovels in the ground quickly. For example, it was stated that the DNSSAB recently completed an EOI in order to have shovel ready projects ready for if/when funding for new builds becomes available.

### Delegation (MCCSS): Increase OW Rates

#### ASK: INCREASE OWRATES

At a minimum, index OW rates annually to inflation and align **basic needs and shelter entitlements with Ontario Disability Support Program (ODSP) rates**, so that single households and other families are better equipped to cover the cost of food, housing and other basic necessities.

*Results:*

The Parliamentary Assistant (PA) asked that staff send data on the number of individuals in Nipissing living below the poverty line. He also was interested in the percentage of OW clients in the life stabilization category and those that are food insecure. Staff sent the PA three summary infographics from the Nipissing poverty reports, which contain the requested data and additional contextual information.

**Delegation (MAG): Information Session-Landlord and Tenant Board Tribunal**

**ASK: FASTER, MORE EFFICIENT HEARINGS**

- Shorter wait times to reduce arrears, support more effective and reasonable tenant payment agreements.
- Faster scheduling of hearings for illegal activity and/or impaired safety matters.
- Scheduling hearings regionally allows for better connections with communities, allowing for adjudicators to become more familiar with local housing challenges and local service providers.
- Consider bringing back in-person hearings as an alternate format to support landlord and tenant negotiations and mediation.
- Consider offering mediation services in advance of hearings to reduce number of matters before adjudicators.

*Results:*

Key points from the conversation with the Ministry of the Attorney General:

- The Landlord Tenant Board (LTB) knows they are backlogged
- The system is complex as policies & procedures set by MMAH but administered by the Attorney General's office
- Are looking at road blocks in the current system (ex. if an adjudicator hears a case but has not made a decision, allowing another adjudicator to make a decision in their absence)
- They have doubled the number of FT adjudicators
- Mix of cases have changed. Used to be primarily non-payment of rent. Seeing much more for other reasons
- Backlog steady state of cases in 20,000
- Have gone from 8-9 days delay for an L1/non-payment of rent, to 3 months
- Looking at larger system overhaul
- 90% of files are landlord driven, 10% tenant driven

The LTB asked NOSDA to come back with solutions and 3-5 recommendations, which they are preparing for the Province this month.

## Delegation (MOH): Land Ambulance Service Grant Model and Capital Investment/One-Time Funding Program

### **ASK: IMPROVE LAND AMBULANCE SERVICE GRANT PROCESS**

That the Provincial Government realign the budgetary review and approval process to better facilitate systemic responsiveness and improvement.

### **ASK: CAPITAL PURCHASE/ONE-TIME FUNDING**

One-time funding in the amount of \$138,000.00 to support the purchase of an off-road response unit to improve access to patients in rural northern Ontario.

#### Results:

The DNSSAB has since received notice that the annual land ambulance service grant allocation from the province included a 2% increase.

## **FINANCIAL AND RISK CONSIDERATIONS**

N/A

## **NEXT STEPS**

The report provides the Board with a summary of the AMO delegations and results. Staff will follow up further on these issues as required. Follow up letters of advocacy were sent by the DNSSAB this month.

## **RESOURCES CITED**

June briefing note: AMO Delegations 2024, [#CORP-2024-021](#):

## **AUTHOR:**

David Plumstead, Manager of Planning, Outcomes and Analytics

## **APPENDIX**

# Information Session:

## Landlord and Tenant Board Tribunal



### ISSUE: DELAYED HEARINGS RESULT IN INCREASED ARREARS AND SAFETY ISSUES FOR TENANTS AND STAFF

- Delays in scheduling matters being heard for non-payment of rent result in increase in arrears owed and causes distress for both landlords and tenants
- Delinquent triaging of urgent cases causes delays in scheduling hearings for illegal activity and impaired safety. As a result, risk management issues become more difficult and behaviors remain within the unit and property leaving opportunity for continued harassment, criminal conduct and impaired safety issues for both tenants and staff.

### IMPACT:

- Delays lead to growing arrears where social housing providers are tasked to negotiate/mediate with low-income tenants based on their limited financial resources, and also taxing on community services to assist with arrears to sustain tenancies
- Sets tenants up to fail with overwhelming arrears
- Prevents landlord from filling vacancies with potential tenants from long waiting lists
- Adds to local community homelessness issues
- Heightened risk to staff safety, tenant safety

### ASK: FASTER, MORE EFFICIENT HEARINGS

- Shorter wait times to reduce arrears, support more effective and reasonable tenant payment agreements.
- Faster scheduling of hearings for illegal activity and/or impaired safety matters.
- Scheduling hearings regionally allows for better connections with communities, allowing for adjudicators to become more familiar with local housing challenges and local service providers.
- Consider bringing back in-person hearings as an alternate format to support landlord and tenant negotiations and mediation.
- Consider offering mediation services in advance of hearings to reduce number of matters before adjudicators.

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# Housing Stabilization in the District of Nipissing

**The 2024 District of Nipissing Housing Needs and Supply Study found that there was a need for the following:**

**Create a More Robust Supportive Housing System** that builds wrap around services into housing provision.

**Provide Diverse Housing Forms/Options**

for individuals and households that are in need of supports and affordable housing options to address their specific needs.

**Create a Better Coordinated System of Housing and Supports**

to have a system that allows for triage and connects those in need to appropriate and stable housing solutions.



Northern Pines Transitional Housing, North Bay

## ISSUE: HOUSING STABILIZATION CYCLE BOTTLENECKS

The housing stabilization cycle in the Nipissing District involves homelessness outreach, homeless shelters, transitional housing, supportive housing, and market housing. To ensure the effective cycle flow, services and housing stock must meet the demand.

A lack of financial resources presents significant concerns with connecting homeless individuals with appropriate services including emergency shelters and transitional housing. Outreach services are needed in North Bay and also in other municipalities to foster a District-wide approach to homelessness services.

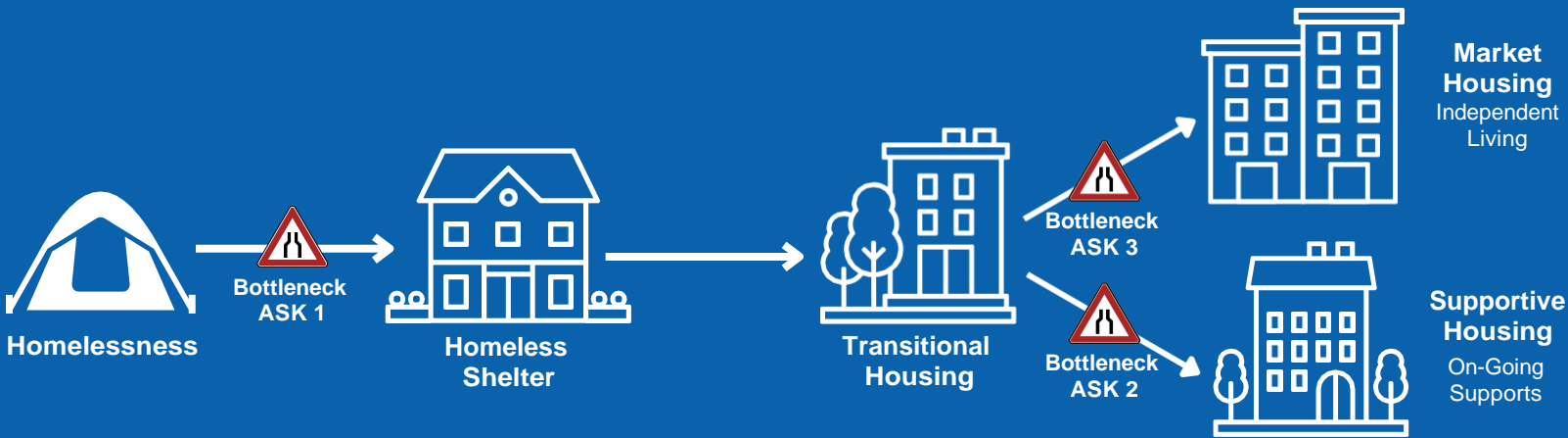
Over the past five years, 90 units of transitional housing have been developed in North Bay to support with crisis stabilization and life skills development. Once individuals are successful in transitional housing there must be somewhere in the community to which individuals can transition, freeing up the transitional units for others requiring the programming. For individuals that are able to live independently, market housing options will be explored. For individuals that require on-going support, supportive housing is needed. Currently, there are only 60 units of permanent supportive housing available for single individuals.

With rising costs in the private rental market, more affordable housing units are needed especially for those on social assistance. The current COCHI and OPHI allocations are insufficient to build affordable housing to meet the needs in the District. In fact, Nipissing's OPHI allocation has decreased over the last two years and is now below \$500,000 in the current 2024-25 fiscal year. To continue, funding programs do not include ongoing operating funding leaving limited options to develop rent-g geared-to-income (RGI) units or to increase supportive housing options. Two of every ten income earners in the Nipissing District have incomes below \$20,000. Simply building affordable housing at 80% of Average Market Rent is not enough to meet the needs of the lowest income earners.





## HOUSING STABILIZATION CYCLE



### ASK 1: HOMELESSNESS OUTREACH

**\$313,000** in annualized funding for a responsive, mobile, outreach team with the capacity to travel throughout the District and provide in-situ supports, transportation and service navigation for individuals living unsheltered and **\$65,000** in one time funding for the purchase of a vehicle for outreach use.

### ASK 2: SUPPORTIVE HOUSING CAPITAL & OPERATING \*\*HIGHEST PRIORITY ASK

**\$8,750,000** in one-time capital funding to develop a minimum of 25-unit supportive housing project in the District of Nipissing and **\$1,200,000** in annualized operating funding that would serve those who require on-going supports as a flow through from the transitional housing system.

### ASK 3: AFFORDABLE HOUSING CAPITAL & RENTAL SUBSIDIES

Funding allocation increases to the COCHI OPHI programs that would allow the District of Nipissing to fund affordable housing developments on an annual basis and annualized operating funding for rental subsidies to meet the needs of lower income residents in the District of Nipissing with RGI housing.

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# Unsheltered Homelessness in the District of Nipissing

## NIPISSING OVERVIEW

The District of Nipissing has a population of approximately 85,000 people covering 17,000 sq/km. This includes 11 municipalities, two First Nations and two unorganized areas: Nipissing North and Nipissing South.

Over the past two years, Nipissing District has begun to map locations and numbers of people living unsheltered across the district.

The DNSSAB works with service providers to implement an organized approach to services and housing across the district through Coordinated Access Nipissing. As services, supports, and housing options become available individuals and households are matched based on their needs and overall eligibility.

- The numbers of individuals living 'rough' has continued to grow and reflects both the challenges within the shelter system and the **lack of affordable, safe housing and support choices for this population.**
- In 2023, **94 locations** were identified across the District with **164 individuals living rough and unsheltered** in makeshift structures.
- There has also been a recognition of the number of individuals living with co-morbid challenges including mental illness and problematic substance use.
  - These challenges are exacerbated for those living rough in Northern Ontario, given the longer, colder winters, and increased risks associated with exposure to the more unpredictable and inclement weather experienced in the North.
- Capacity issues and lack of resources within the municipalities and rural areas, including transportation, outreach supports and affordable, appropriate and supported housing options continue to present gaps and barriers for the most vulnerable populations.
- Homelessness outreach in the Nipissing District is currently being performed by an Indigenous-led agency that strives for culturally appropriate supports.

## ASK: HOMELESSNESS OUTREACH

**\$313,000** in annualized funding for a responsive, mobile, outreach team with the capacity to travel throughout the District and provide in-situ supports, transportation and service navigation for individuals living unsheltered and **\$65,000** in one time funding for the purchase of a vehicle for outreach use.

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# Supportive Housing Needed in the District of Nipissing



The 2024 District of Nipissing Housing Needs and Supply Study found that there was a need for the following:

## Create a More Robust Supportive Housing System

that builds wrap around services into housing provision.

## Provide Diverse Housing Forms

for individuals and households that are in need of supports and affordable housing options to address their specific needs.

## Create a Better Coordinated System of Housing and Supports

to have a system that allows for triage and connects those in need to appropriate and stable housing solutions.

Over the past several years, 90 transitional housing units have been created in Nipissing District, focusing on individuals experiencing homelessness, and designed to mitigate a gap in the housing continuum that was identified in the District's 10 Year Housing and Homelessness Plan. The transitional housing has been focused on prioritized populations including indigenous, youth, veteran and chronic homelessness.

For transitional housing to build capacity in the housing continuum, there is an understanding that all of the individuals participating in the transitional housing programs will require long-term housing upon successful completion of their stay. Transitional housing can only build capacity and create flow if there is somewhere in the community to which individuals can transition, freeing up the transitional units for others requiring the programming. A need for supportive housing - subsidized housing with on-site supports to maintain stable housing - is a major gap in the current housing system in the Nipissing District.

The need for supportive housing continues to grow as the number of individuals with complex needs continues to increase. Currently, there are limited options for supportive housing in the Nipissing District. There are only 134 units of supportive housing, less than half of which are available for single individuals.

## ASK 1: CAPITAL

**\$8,750,000** in one-time capital funding to develop a minimum of 25-unit supportive housing project in the District of Nipissing that would serve those who require on-going supports as a flow through from the transitional housing system. DNSSAB staff are currently working with proponents to have shovel-ready projects available.

## ASK 2: OPERATING

**\$1,200,000** in annualized funding to provide housing-based supports for a minimum of 25-unit supportive housing project. This also includes rental subsidies to ensure that the rents are subsidized and deeply affordable.

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# Affordable Housing Crisis in the District of Nipissing

## HOUSING IN NIPISSING

**36.1%**  
**Renter Households Facing Affordability Issues**

Increased demand for rental units has been met with a lack of adequate supply causing rental prices to increase.

**20.8%**  
**Renter Households in Core Housing Need**

Lack of new purpose built rental options has caused the market to tighten, making rental housing more unaffordable and unavailable to renters.

**67% Increase**  
**Average Resale House Price**  
From 2018 to 2023, the average resale house price has increased from \$261,259 to \$435,556.

\*DNSSAB Housing Needs and Supply Study, 2024

## ISSUE 1: CAPITAL

- Given the Housing Crisis in Ontario and Canada, the District of Nipissing needs **more capital funding opportunities to develop new affordable housing units.**
- The current COCHI and OPHI allocations are insufficient to build affordable housing to meet the needs in the District. In fact, Nipissing's OPHI allocation has decreased over the last two years and will be below \$500,000 in the current 2024-25 fiscal year.
- Federally, program requirements for capital funding opportunities present significant barriers for smaller municipalities to be successful in funding applications.

## ISSUE 2: OPERATING

- Operating funding is required to address the RGI needs** of households at or below the High Need Household Income Limits established in the Housing Services Act.
- Current funding programs do not include ongoing operating funding leaving limited options to develop RGI units or to increase supportive housing options.
- Two of every ten income earners in the Nipissing District have incomes below \$20,000. Simply building affordable housing at 80% of Average Market Rent is not enough to meet the needs of those that require RGI.

**\$771**

Affordable Rent  
(80% of AMR)

**\$500**

RGI Rent  
(\$20,000 income)

**\$271**

Shortfall for low-income households

## ASK 1: CAPITAL

Funding allocation increases to the COCHI OPHI programs that would allow the District of Nipissing to fund affordable housing developments on an annual basis.

## ASK 2: OPERATING

Ongoing operating funding (including rental subsidies) to meet the needs of lower income residents in the District of Nipissing with RGI housing.

## ASK 3: PILOT PROGRAM FUNDING

**\$1,500,000** in capital funding for the Modular Housing Entry-Level Homeownership pilot program. This would enable the DNSSAB to begin the purchasing and construction of a minimum of 5 homes and upon selling the home at less than 90% of the Average Resale Price (APR), DNSSAB would recycle the funds from the sale to continue to build more homes throughout the District of Nipissing on a longer-term basis.

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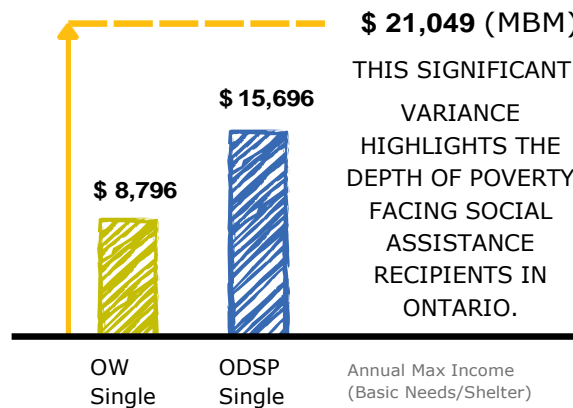
# Increase OW Rates




Ontario Works rates remain significantly below the national poverty line (Market Basket Measure - MBM) and have not kept pace with the rate of inflation. Rates have not been increased since 2018 and are extremely insufficient to meet even the most basic needs of recipients, increasing their vulnerability and social exclusion, and often resulting in poor health outcomes. Average Market Rent in the District is \$842 yet a single OW recipient only receives a maximum entitlement of \$733 for both rent and food.

The links between low OW rates, food insecurity and homelessness are well documented.

## ONTARIO SINGLE HOUSEHOLD



**\$ 21,049 (MBM)**  
THIS SIGNIFICANT VARIANCE HIGHLIGHTS THE DEPTH OF POVERTY FACING SOCIAL ASSISTANCE RECIPIENTS IN ONTARIO.

  
IN THE NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT AREA  
**1 in 4**  
LIVE IN FOOD INSECURE HOUSEHOLDS

### Nutritious Food Basket & Rent



**\$1095**



### Ontario Works Maximum Entitlement



**\$733**

**Single Person on OW in a bachelor apartment**  
68% of the OW Caseload in Nipissing are Single Households.

## IMPACT OF LOW OW RATES

- Can trap recipients in a cycle of poverty due to their income level being well below the poverty line.
- Increases the prevalence of homelessness due to the lack of affordable/subsidized housing.
- Linked to health inequities, poor health outcomes & increased usage of expensive health related services.
- Results in social exclusion decreasing the overall wellness of local communities.
- Compounds other problems such as mental health and addiction impacting overall health and well-being.
- Makes it difficult to achieve financial independence and enter the workforce.
- Fails to promote and maximize the potential of the human capital existing on the OW caseload.
- **Compounds the negative impact of inflation, lack of access to transportation and internet in the North.**
- Worsen the depth of poverty experienced by recipients when combined with the decrease in benefits due to the Employment Services Transformation.

## ASK: INCREASE OWRATES

At a minimum, index OW rates annually to inflation and align **basic needs and shelter entitlements with Ontario Disability Support Program (ODSP) rates**, so that single households and other families are better equipped to cover the cost of food, housing and other basic necessities.

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# Land Ambulance Service Grant Model

District of Nipissing  
Social Services  
Administration Board



Conseil d'administration  
des services sociaux  
du district de Nipissing

## PROGRAM REVIEW

The Land Ambulance Service Grant (LASG) is based on the previous year's budget. This results in a delay in responsiveness to the significant increase in the cost to do business. For example ambulance purchases have experienced an estimated 30% increase in the last three years. Furthermore confirmation on current year budget approval is often not received until well into the fiscal year, resulting in unnecessary uncertainty for life saving services. It proves to be an added challenge for progressive operations to commit to service providers for support when they do not have the committed finances to support such initiatives.

The District of Nipissing Social Services Administration Board (DNSSAB) is seeking a more committed and responsive funding model. The recommendation would be to reinstate incremental increases with budgetary approval prior to the start of the municipal fiscal year (Jan-Dec) as it would have minimal impact to the provincial government but will support critical decisions that will have a positive impact on patient care.

## PROGRAM BENEFITS

- Removes funding uncertainty
- Improved patient experience through responsive planning and efficient program implementation
- Ability to be responsive to the emergency needs of the District
- Real-time budgetary process improves viability of new initiatives
- Less pressure on the municipal levy for new program implementation
- Secures future sustainability of current and new programs
- Addresses unique service specific challenges



## ASK: IMPROVE LAND AMBULANCE SERVICE GRANT PROCESS

**That the Provincial Government realign the budgetary review and approval process to better facilitate systemic responsiveness and improvement.**

## CONTACT INFORMATION

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# Capital Investment/One-Time Funding Program



## PROGRAM OVERVIEW

Paramedic Services have proven to be responsive to the province's healthcare demands, by adapting their model to better support through community resources. Through more sustainable funding provided through the Ministry of Long Term Care and Ontario Health, these programs have proven to be effective. These programs support the enhancements and modernization of Paramedic Services as a whole. One-time funding and infrastructure funding supports will enable the district to meet the needs of its unique communities.

Paramedic Services are challenged with securing funding for capital project replacements such as aging and inadequate facilities. Third party providers are becoming cost prohibitive under the current funding model. Many resources such as real estate have perpetual associated costs.

With Paramedic Service modernization, opportunities to provide a more diverse range of services to the public exist and often require unique one-time funding models which can be supported with human resources from existing programs. With advances in equipment and medical technology there is opportunity to add to the scope of paramedic services through capital investment.

## PROGRAM BENEFITS

- Paramedic Service modernization through investments in technology
- Meeting the needs of the community through capital investment
- Provide more cost effective purchasing options
- Sustain vital services through capital repair or replacement
- Diversification of services to adapt to unique environments with the ability to respond to calls in rugged terrain where standard equipment may not be able to access



## ASK: CAPITAL PURCHASE/ONE-TIME FUNDING

**One-time funding in the amount of \$138,000.00 to support the purchase of an off-road response unit to improve access to patients in rural northern Ontario.**

## CONTACT INFORMATION

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## BOARD REPORT #PS-2024-006

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Community Paramedic Integration

**Department Head:** Stephen Kirk, Chief of Paramedic Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                       **Remove Barriers**                       **Seamless Access**                       **Learn & Grow**

Direct access to healthcare support for the District of Nipissing's priority population affected by homelessness, addictions and mental health can reduce the impact of potentially escalating healthcare needs. Recognizing this demographic may lack supports in primary healthcare or have systemic barriers that interfere with their access to care, a more accessible and responsive approach will provide support for basic healthcare needs. Through recent medical directive changes and adaptation and the support of the DNSSAB's Medical Directors, the District of Nipissing Community Paramedic Program provides immediate impact to the healthcare needs of the community.

### BACKGROUND

Community Paramedics have traditionally operated through a "hub and spoke" model, dispatching primarily from North Bay (except South Algonquin). With continuous systemic improvement review, Paramedic Services has determined there is an opportunity for a more responsive model with the support of internal and external partnerships.

### Integration Opportunity

In alignment with the DNSSAB strategic plan, and recognizing an opportunity to support Nipissing's priority population, the Community Paramedic Program approached Crisis Centre North Bay, as the operators of Northern Pines, to explore the opportunity to imbed a Community Paramedic within their program. In August 2024, it was confirmed that Paramedic Services would dedicate a Community Paramedic resource to homelessness, addictions and mental health.



This position was allocated through existing funding under agreements with Ontario Health. Beginning in September 2024, the Community Paramedic will operate directly out of Northern Pines and will collaborate with the existing community resources currently supporting this demographic. Community outreach in the form of clinics operating at warming centres, the Gathering Place, subsidized living complexes (e.g. 365 Lakeshore Drive), community support agencies, and in partnership with social services supports will continue under this model. The Community Paramedic Program can provide advanced wound care, point of care testing for immediate diagnostics of some diseases, general medication review, referral pathways and systemic navigation support.

### **FINANCIAL AND RISK CONSIDERATIONS**

N/A

### **OPTIONS AND/OR RECOMMENDATIONS**

N/A

### **NEXT STEPS**

N/A

### **RESOURCES CITED**

N/A

### **AUTHOR**

Stephen Kirk – Chief of Paramedic Services



## BOARD REPORT #PS-2024-007

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Truth and Reconciliation Ad Hoc Committee Update

**Department Head:** Stephen Kirk, Chief of Paramedic Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact                       Remove Barriers                       Seamless Access                       Learn & Grow

To support the DNSSAB's work towards ensuring diversity, equity and inclusion, the Truth and Reconciliation ad hoc committee reviews current and future opportunities for staff and the Board to promote a culturally safe workplace.

### BACKGROUND

In December 2015, the Truth and Reconciliation Commission of Canada released its 94 "calls to action". DNSSAB is committed to learning, understanding, and providing education to the employees of DNSSAB so they better understand the collective history of the Indigenous peoples and the settlers on this land. Preliminary research was undertaken to support the Board in adopting a Land Acknowledgement as a first step towards Truth and Reconciliation. The board appointed an ad hoc committee to review and assist with this initiative. Members of the ad hoc committee are Mayor Ethel LaValley, Councillor Justine Mallah and Councillor Lana Mitchell, Deputy Mayor Jamie Restoule and Representative Amanda Smith.

### OPTIONS AND/OR RECOMMENDATIONS

The Truth and Reconciliation ad hoc committee met on August 27, 2024. There was advocacy regarding an amendment to the DNSSAB land acknowledgement statement to include the recognition of the First Nations people occupying the land *since time immemorial*, recognizing that First Nations peoples have been on this land since before there was record of it. The statement was reviewed and approved with the amendment below:

***The District of Nipissing Social Services Administration Board (DNSSAB) acknowledges we are located on the Robinson-Huron Treaty of 1850 Territory, which is representative of the people of Nipissing First Nation and Temagami First Nation as well as the unceded Territory of the Algonquin Anishinaabeg people, who have been here since time immemorial.***

***We understand that the standard of living we enjoy here is a result of thousands of years of stewardship by the original inhabitants and the inequitable taking of the land from them. We acknowledge that in order to have reconciliation, we must first understand truth; the DNSSAB commits to move forward in an effort to achieve both.***

Staff and Board Members are encouraged to participate in Truth and Reconciliation events. Staff have been afforded the day off in alignment with applicable collective agreements and DNSSAB policy in recognition of National Truth and Reconciliation Day – September 30<sup>th</sup>. Paramedic Services intends to have a flag raising ceremony to unveil the new branding flag of Paramedic Services that illustrates commitment to Truth and Reconciliation.

The Chief of Paramedic Services has attended a national two-day conference; Indigenous Cultural Safety in Health Care Summit and will report recommendations to the ad hoc committee.

### **NEXT STEPS**

There is on-going work to be completed to provide staff and the Board with cultural awareness and cultural safety training with plans for a 3-year forecast on training and awareness planned for the next ad hoc committee meeting.

### **AUTHOR**

Stephen Kirk – Chief of Paramedic Services



## BOARD REPORT #CORP-2024-024

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Administrative Policy Updates

**Department Head:** Justin Avery, Director of Finance & Administration

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board approves all new Board policies and policy changes noted in Board Report #CORP-2024-024.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact                       Remove Barriers                       Seamless Access                       Learn & Grow

Having appropriate Board administrative policies in place helps ensure DNSSAB's assets are managed appropriately so that the strategic plan can be achieved.

### BACKGROUND

With recent changes to some titles, there are several Board approved policies that need to be updated to reflect current titles.

Updates are required to the Travel, Meal, and Hospitality Policy to address questions that have arisen since the last revision.

There is also a new Policy on Corporate Information that requires Board approval. This new policy provides guidance on how information is collected, retained, used, disclosed, secured, and disposed of in accordance with applicable laws.

Here is a summary of the changes to the affected policies:

- Investment Policy
  - Updated titles
- Asset Disposal Policy
  - Updated titles
  - Updated to reflect actual practices



- Made more concise
- Made various minor edits and updated formatting
- Travel, Meal and Hospitality Policy
  - Updated approval to travel table to allow staff out of district travel and describe process for CAO approved exceptions
  - Clarified personal expenses / accommodation expenses that are not reimbursable
  - Clarified that Board members can attend annual conferences when they are performing DNSSAB/NDHC business
  - Updated gifts of appreciation section
  - Added minimum distance travelled for kilometre reimbursement
- Policy on Corporate Information
  - New policy that provides guidance on how information is collected, retained, used, disclosed, secured, and disposed of in accordance with applicable laws.

The policies are attached for reference.

## **FINANCIAL AND RISK CONSIDERATIONS**

N/A

## **OPTIONS AND/OR RECOMMENDATIONS**

THAT the District of Nipissing Social Services Administration Board approves all new policies and policy changes noted in Board Report #CORP-2024-024.

## **NEXT STEPS**

N/A

## **RESOURCES CITED**

Investment Policy

Asset Disposal Policy

Travel, Meal and Hospitality Policy

Policy on Corporate Information

## **AUTHOR**

Justin Avery, Director of Finance & Administration



# DNSSAB

## Investment Policy

### Policy No. FIN/ADM 04

#### Investment Policy Amendment History

Date	Details	Board Resolution
June 30, 2011	Policy No. FIN/ADM 04	2011-05
May 25, 2022	Updated to include CAO approval, revised reporting requirements, and reorganized language and formatting to make the document clear and concise	FA06-2022 & 2022-53-B
September 25, 2024	Updated titles	

#### Policy Statement

The purpose of this investment policy is to establish and maintain guidelines to invest public funds in a manner that will provide the best possible rate of return with maximum security while meeting the daily cash flow requirements of the District of Nipissing Social Services Administration Board (the Board) and conforming to all legislation governing the investment of public funds.

#### Scope

This policy applies to the investment activities of the Board.

#### Objectives

The primary investment objectives, in priority order, shall be:

1. Adherence to Statutory Requirements.  
The investment program will be conducted in accordance with any legislation that may be applicable.

While not a legislative requirement, the investment program will follow the guidance outlined by Section 418 of the Municipal Act 2001 (S.O. 2001, c. 25) and use securities prescribed as eligible under Ontario Regulation 438/97.

2. Preservation of Capital

Safety of principal is of utmost importance in the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. This is accomplished by investing in properly rated financial instruments as per Ontario Regulation 438/97, through selecting instrument issuers, diversifying the portfolio/instrument types, structuring maturity dates to meet ongoing cash flow requirements, and investing in low to no risk investment areas.

3. Maintaining liquidity

The investment portfolio shall remain sufficiently liquid to meet the operating and capital cash flow requirements of the Board which might be reasonably anticipated. Staff will strive to match its investments with anticipated cash flow requirements and expected use of reserve funds.

4. Maximizing rate of return

Investments will be made in order to maximize the annualized rate of return or yield on the portfolio of securities without comprising the objectives listed above. Investments are generally limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed.

## Standard of Care

1. Prudence

Investments shall be made with judgment and care, in a prudent manner, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. Staff responsible for the oversight of the investment portfolio as designated by the CAO, acting in good faith and within the ordinary course employment as in accordance with this policy and exercising due diligence, shall be indemnified for the losses incurred by the Board due to an individual security's negative credit risk or market price changes.

2. Ethics and Conflict of Interest

Employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial decisions. Material interests in financial institutions with which they conduct business shall be disclosed. Further, any personal/investment positions that could be related to the performance of the investment portfolio shall be disclosed. Employees shall not undertake personal investment transactions with the same individual with whom business is conducted on behalf of the Board.

3. Delegation of Authority

The Director of Finance and Administration or equivalent is responsible for the prudent investment of the Board's portfolio, and for all investment transactions undertaken in accordance with this policy and as directed by the CAO.

4. Competitive Selection

The Board may use an Investment Advisor (IA) of a brokerage house associated with a Schedule 1 bank as a portfolio manager. The services of the IA shall be awarded through a competitive process for a specified limited term.

## Safekeeping and Custody

All investments for the Board shall be held for safekeeping in the name of the Board by a financial institution approved by the Board.

## Responsibilities

The Director of Finance and Administration or equivalent enters into arrangements with bank, investment managers and brokers for the purchase, sale, redemption, issuance, transfer and safekeeping of securities.

The CAO shall approve all investment transactions.

The Finance and Administration Committee shall oversee the implementation of this Investment Policy and will be required to approve any future adjustments to the investment portfolio objectives.

## Internal Controls

The Director of Finance and Administration or equivalent shall develop and maintain all necessary operating procedures for effective control and management of the investment function and reasonable assurance that the Board's investments are properly managed and adequately protected.

## Suitable and Authorized investment

Investments issued or guaranteed by the following institutions will be permitted by this policy, as deemed eligible by Ontario Regulation 438/97:

1. Government of Canada
2. Provincial governments of Canada
3. Schedule I banks subject to a minimum DBRS of R-1 middle or AA. Schedule I banks are set out by Section 14 of the Bank Act.
4. Schedule II banks subject to a minimum DBRS of R-1 high or AAA. Schedule II banks are set out by Section 14 of the Bank Act.
5. Municipality, school board or local board as defined by the Municipal Act or a conservation authority established under the Conservation Authorities Act.



6. Bond, debentures, promissory notes or a corporation incorporated under section 142 of the Electricity Act, 1998.

## Reporting

The Director of Finance and Administration or equivalent shall submit an investment report to the Board at least annually, including a management summary prepared in a manner which will allow the Board to ascertain whether investment activities during the reporting period have conformed to the investment policy.

The report will include the following:

- Analysis of the state of the current investment portfolio
- Average asset mix
- Transaction summary
- Overall performance of the portfolio against the established benchmark
- Such other information that the Board may require or that, in the opinion of the Director of Finance and Administration or equivalent, should be included.

## Performance Standards

The investment portfolio shall be managed in accordance with the parameters specified within this policy. The portfolio will endeavor to obtain a comparable rate of return during budgetary and economic cycles given the investment risk constraints and cash flow needs of the Board.



## CORP-03-A: Policy for the Disposal of Assets

### REVISION HISTORY

Version	Description	Approval Date	Next Review Date	Authorization
2013	Authority	16-April-2013	16-April-2018	Board Resolution #2013-71
2018	Review	19-December-2018	23-December-2023	Board Resolution #2018-117
2023	Review	25-October-2023	25-October-2028	Board Resolution No. 2023-035
2024	Revision	25-September-2024	25-September-2029	

### PURPOSE

This policy outlines how board members and employees can dispose of DNSSAB or NDHC-owned assets.

### PRINCIPLES

This policy shall:

1. Establish a consistent and integrated approach for both DNSSAB and NDHC.
2. Provide a systematic, transparent, and accountable method of monitoring and controlling the disposal of assets.
3. Ensure value for money when assets are disposed of.
4. Protect DNSSAB and NDHC from any conflict of interest which may arise.

### APPLICABILITY

This policy applies to DNSSAB and NDHC board members as well as all employees.

### SCOPE

This policy covers all DNSSAB and NDHC-owned assets, **except** cash and cash equivalents, accounts receivables, investments, patents, consumables and any internal transfers of an asset within a department (i.e., between programs or divisions).

### RESPONSIBILITIES

**The Board shall:**

- a) Approve, promote and review this policy.

**The CAO shall:**

- b) Determine when an employee has a conflict of interest due to the disposal of an asset.

**Directors shall:**

- a) When they own the asset:
- b) Determine if the asset is to be disposed of.
- c) Determine the net residual value of the asset.
- d) Complete any decommissioning requirements.
- e) Receive or dispense any payment obligations.
- f) Confirm that the receiving department or buyer of the asset has assumed ownership or title over the asset.
- g) When they are receiving an asset:
- h) Pay all fees and costs associated with the redeployment.
- i) Arrange the legal transfer of title or ownership of the asset.

**Finance and Administration shall:**

- a) Prepare a standardized asset disposal form.
- b) Receive completed asset disposal forms and coordinate approvals.
- c) Retain all submitted asset disposal forms.
- d) Prepare a standardized liability release document.
- e) Retain the original copy of any executed liability release document.

**Project Management shall:**

- a) Recommend the disposal method for IT assets.
- b) Monitor the disposal of IT assets.
- c) Oversee the destruction or erasure of any IT asset containing personal and/or confidential information.
- d) Verify and/or receive a destruction certificate that confirms the removal of all personal and/or confidential information from IT assets.

**Employees shall:**

- a) Adhere to this policy and all associated procedures.
- b) Support the removal or discarding of assets.

**RULES**

---

**1. Rules for Disposal**

- 1.1. Disposal shall be on a “as is” “where is” basis without any warranties, expressed or implied, as to any matter whatsoever, including without limitation the condition of the asset, its merchantability or its fitness for any particular purpose.
- 1.2. Disposal must have supervisory oversight during the transfer, sale, donation, or discard.
- 1.3. Disposal must be done safely, efficiently, and effectively.
- 1.4. Disposal must ensure confidential and personal information is protected.
- 1.5. Disposal must be documented to ensure accountability.
- 1.6. Disposal must comply with all applicable laws, regulations and governing standards.
- 1.7. Disposal should be completed by the least costly method of disposal.

**2. Rules for Determination**

- 2.1. Employees may dispose of an asset under the following conditions:
  - 2.1.1. Deemed lost if the asset is misplaced or all attempts to locate were unsuccessful
  - 2.1.2. Deemed obsolete if the asset cannot feasibly be upgraded for economic or technical reasons. Also, if it is no longer in compliance with workplace health and safety standards, contains hazardous materials, and/or is required to be disposed of under a particular policy or administrative directive (i.e., ambulance’s mileage)
  - 2.1.3. Deemed scrap if the asset’s continued cost of ownership (i.e., to repair, repurposing, storing) is likely to be more expensive than any residual or resale value in the asset. In addition, assets can be deemed as scrap when an attempt to sell was unsuccessful and/or the administrative costs of Disposal are more than offset by any benefit to be gained
  - 2.1.4. Deemed stolen if a person or employee forcibly removed the asset; an incident, police and/or insurance claim report is required to verify
  - 2.1.5. Deemed surplus if the asset has reached the end of its useful life, has been replaced by an upgrade, and/or is no longer needed or usable due to changes in policies, services, functions or usage patterns.

**3. Rules For Valuation**

- 3.1. Employees can determine the net residual value by subtracting the disposal costs from the Carrying Value.
- 3.2. In circumstance where an asset does not have a recorded Carrying Value, the originating department can determine the Carrying Value from an estimate based on a same or similar asset with the same or similar condition.

3.3. When an asset has a net residual value at or greater than \$10,000.00, the Director for Finance and Administration may request that the originating department acquire an industry expert appraisal.

**4. Rules for Approval**

4.1. Employees shall be guided by the following:

<b>NET RESIDUAL VALUE</b>	<b>APPROVER</b> (the "Disposal Authority")	<b>ACTION</b>
\$0.00 and \$499.99	Department's Director	Must complete any department requirements and inform Finance and Administration when an asset has been disposed.
\$500.00 and \$99,999.00	Director of Finance and Administration	Must complete an asset disposal form and submit to Finance and Administration
\$100,000.00 and \$299,999.00	CAO	Must complete an asset disposal form and submit to Finance and Administration
\$300,000.00 or more	DNSSAB Board or NDHC Board	Must prepare a board report and submit to the Communications and Executive Assistant.

4.2. Anyone given Disposal authority under this policy is accountable and responsible for ensuring that a disposal does not violate any other DNSSAB/NDHC policy, and any statutory/legislative requirements.

**5. Rules for Removal**

5.1. Upon approval, employees may dispose of an asset by any one of the following methods:

- 5.1.1. Redeploy to another department within DNSSAB or NDHC.
- 5.1.2. Donate to a public, community, not-for-profit, and/or charitable organization.
- 5.1.3. Sell through a direct sale
- 5.1.4. Sell through a competitive process.
- 5.1.5. Sell as scrap.
- 5.1.6. Trade in as part of a replacement acquisition.
- 5.1.7. Recycled or discarded as waste.

**6. Rules for the Disposal of Real Property**

- 6.1. The DNSSAB Board has the sole authority to dispose of any real property matter, including any part or all of the land and buildings owned by DNSSAB.
- 6.2. The NDHC Board has the sole authority to dispose of any Real Property matter, including any part or all of the land and buildings owned by NDHC.

**7. Rules For Lost and Stolen assets**

7.1. Employees must complete an incident report form as determined by Finance and Administration for all lost and stolen assets, and may have to, at the direction of the Director of Finance and Administration, file a police report.

**8. Rules for the Disposal of Information Technology (IT) assets**

8.1. All IT assets with personal or confidential information must be retained, erased or destroyed to the satisfaction of Project Management.

**9. General Prohibitions**

9.1. Board Members and Employees shall not be permitted to receive or acquire an asset unless it is through an open public process that is competitive.

**RELATED DOCUMENTS**

The following documents are herein incorporated within this Policy by reference:

- By-Laws
  - DNSSAB By-Law #1
  - DNSSAB By-Law #2
  - NDHC By-Law #1
  - NDHC By-Law #2
- Finance and Administration Policy
  - Asset Capitalization
  - Purchasing
- Human Resources Policy
  - Conduct and Behavior
  - Confidentiality of Information
  - Discipline

Where this Policy conflicts with the above documents, the provisions of the By-law, Finance and Administration Policy and/or Human Resource Policy shall supersede.

**DEFINITIONS**

The words and phrases listed below, when used in this policy, shall have the following meanings:

"Asset" means any tangible or intangible item containing economic value and/or future benefit that DNSSAB or NDHC owns by way of purchase, investment, construction, creation/development, and/or otherwise acquired wherein DNSSAB or NDHC has possession of, and/or evidence of title and/or a right to use, recover, convert or receive.

"Buyer" means the third-party entity or person *bidding for* or *selected to* acquire ownership of the Asset, as per the context; "Receiver" shall have the same meaning.

"Carrying Value" means the Asset's original value minus the accumulated depreciation, as recorded in DNSSAB or NDHC financial records.

"Consumable" means a good or product that is routinely used and depleted for day-to-day operations; examples include paper, pens, file folders, toner, ink cartridges, and similar items that typically have a life span of five years or less.

"Disposal" means the transfer of ownership of an asset by an approved disposal method. It includes situations when ownership is not legally transferable, such as recycling or discarding an asset in a landfill. Disposal usually means the removal or de-recognition of all or part of an asset from DNSSAB or NDHC's financial records due to sale, destruction, loss, theft, or abandonment.

**CONSEQUENCES**

Any employee determined to violate this policy shall be subject to discipline under the Discipline Policy.

**OWNERSHIP AND CONTACT**

Questions, clarifications, interpretations, or concerns about this policy shall be submitted in writing to the *Finance and Administration department*. All persons are encouraged to provide constructive feedback and comments about the policy and its procedures.

## DNSSAB/NDHC Travel, Meal and Hospitality Policy FIN/ADM 03

### Amendment History

Date	Details	Board Resolution
February 2010	Original Policy	2010-037
April 2019	Adjustment to kilometre reimbursement	2019-70
January 2020	Removed alcohol and allowed personal vehicle use	2020-16
October 2020	Limited number Board members attending conferences	2020-108
January 2022	Adjust meal reimbursement	2022-06
June 2022	Adjusted meal language and mileage amount	2022-55
September 2022	Changed definitions	2022-69
March 2023	Out of Province travel, gratuities, kilometre allowance and increase to meals	2023-30
October 2023	Clarified attendance at Paramedic Services medal of honour events; added hotel booking information, changed Board members attending conferences, changed insurance language for employees	2023-85
<a href="#">September 2024</a>	<a href="#">Updated approval to travel table, clarified personal expenses are not reimbursable, clarified that Board members can attend annual conferences when they are performing DNSSAB/NDHC business, updated gifts of appreciation section, and added minimum distance travelled for kilometre reimbursement</a>	

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## **INTENT OF POLICY**

The purpose this policy is provide clarity on the manner and extent the District of Nipissing Social Services Administration Board (DNSSAB) and Nipissing District Housing Corporation (NDHC) will reimburse board members, employees, and guests for travel, meal, and hospitality expenses.

Expenses must:

- Be work related,
- Be modest and appropriate,
- Demonstrate accountability and transparency. And
- Give due regard for the balance between being economical and giving due regard for health and safety.

This policy is guided by the best practices of the Travel, Meal and Hospitality Expenses Directive of the Management Board of Cabinet as modified for distribution to the Ministry of Community and Social Services Transfer Payment Agencies, January 2020 and the applicable DNSSAB Collective Agreement.

## **SCOPE**

This policy applies to all employees and Board members of the DNSSAB and NDHC, except where otherwise specified in the applicable DNSSAB Collective Agreement.

## **ROLES & RESPONSIBILITIES**

Board member and employees must:

- obtain advance travel and itinerary approval from appropriate authority levels for travel. Approval for Board members is through the Board Chair. The Chair of the Finance & Administration Committee is responsible for approval of the DNSSAB and NDHC Board Chair's travel and itinerary approval. Approval must be documented via email and the approval email must be attached to any expense claims;
- use the corporate charge card for payment of expenses under this policy. When there is a vendor on record where payment can be made with cheque or EFT (ex. car rental), this should be the method of payment instead of a corporate charge card;
- in the event of changes, hotel and travel bookings should be cancelled within the allowable period; and,
- become familiar with, and adhere to, the provisions of this policy.



Approval authorities must:

- ensure that expenses are consistent with the principles of this Policy and comply with other relevant DNSSAB policies;
- determine and authorize when business travel is necessary;
- ensure that all travel arrangements are consistent with this Policy;
- ensure that appropriate receipts are provided to support expense claims where necessary;
- ensure that any unusual items are explained appropriately, or proof is given of prior approval.

## **POLICY**

### **Travelling and overtime**

When the employee is travelling outside of regular working hours, overtime shall be incurred as described in the Human Resources Policy- Overtime. Travel that will require overtime must receive prior approval from the applicable supervisor.

### **Persons Travelling Together**

In determining the number of employees traveling together in the same vehicle (plane, train, or automobile), consideration should be given to business continuity needs in order to reduce the risk of a major disruption in DNSSAB's ongoing operations.

### **Approval to Travel**

Prior approval by the appropriate authority is required for business travel by travelers according to destination:

	<b>Staff</b>	<b>Supervisor/Manager</b>	<b>Director</b>	<b>CAO</b>
Within district	Immediate supervisor	Director	None	None
Outside district (within Ontario) day travel	Supervisor and Manager	Director	CAO	None
Outside district (within Ontario) overnight	<a href="#">Director and CAO/N/A</a>	Director and CAO	CAO	None
Out of Province	N/A	N/A	CAO	Chair

[Exceptions to the Approval to Travel must be approved by the CAO. Exceptions must be documented via email and the approval email must be attached to any expense claims.](#)

## **INSURANCE**

### **Travel Accident Insurance**

Full-time, permanent employees have basic insurance for accidental injury or accidental death including reimbursement of emergency medical expenses. Insurance may be purchased at the traveler's own expense.

### **Vehicle Insurance**

Employees renting a vehicle for work travel purposes must make the booking under the DNSSAB's account, not the individual employee. This ensures that the appropriate insurance coverage is in place. The rental company insurance can be waived as long as the booking has been made under DNSSAB's account.

Personal vehicles used on DNSSAB business must be insured at the vehicle owner's expense for personal motor vehicle liability. Coverage should be equal to or greater than the minimum liability specified in the Insurance Act. Drivers must satisfy themselves whether their motor vehicle insurance coverage should include business use of their vehicles.

The DNSSAB will not reimburse costs of business use coverage or collision and liability coverage and DNSSAB assumes no financial responsibility for privately owned vehicles other than paying the kilometric rate when used for DNSSAB business. The DNSSAB is not responsible for reimbursing deductible amounts related to insurance coverage. Those driving a personal vehicle on DNSSAB business cannot make claims to the DNSSAB for damages as a result of a collision.

## **TRANSPORTATION**

### **Road Transportation**

When road transportation is the most practical and economical way to travel, the order of preference shall be:

1. Personal vehicle only when it is more economical than use of a rental vehicle, or when travel is inside the District of Nipissing. Travelers are strongly encouraged to rent cars for business travel instead of using their own vehicle when the total distance to be driven per day will exceed 300 kilometers.

Using a personal vehicle must be approved in advance. The DNSSAB assumes no financial responsibility for personal vehicles. Employees who have approval to use their personal vehicle must keep daily logs of the kilometers used.

2. Bridge, ferry and highway tolls and necessary parking fees paid while driving on DNSSAB business will be reimbursed. Receipts must be obtained and submitted.

Accidents must be reported immediately to local law enforcement authorities, the rental car agency (if applicable), the automobile insurance company (if using a personal vehicle), and the person's immediate supervisor (and the corporate charge card company if applicable).

#### **Car Rental**

The size of the rental car must be the most economical and practical required for the business task and number of occupants. Exceptions must be documented and approved by the appropriate spending authority. Luxury and sports car rentals are prohibited. The rental car must be refueled in accordance with the rental contract.

Where a traveler accumulates more than 1,600 km/month on a regular basis, the manager should investigate lower cost options. Where a traveler continues to use a personal vehicle, the rationale for this practice should be documented.

#### **Other Road Transportation**

Whenever practical, local public transportation/hotel shuttles must be used. Receipts for reimbursement are not required.

Taxi and ride-hailing services expenses are also justified where group travel by taxi is more economical than the total cost of travelling separately, or when there are unusually tight schedules for meetings.

#### **Air and Rail Travel**

Travel by air or rail is permitted when this is the most practical and economical way to travel. Travel must be arranged in advance and be booked by fixed dates; open-ended tickets are prohibited. Only economy class seating is permitted.

### **ACCOMMODATIONS**

Reimbursement for overnight accommodation within an employee's home office area will not normally be authorized. Exceptional or emergency situations that require employees to remain close to their home office for periods long in excess of normal working hours.

Reimbursement will be made for single accommodation in a standard room, and no reimbursement will be made for suites, executive floors, or concierge levels. Hotels are to be booked at a national chain hotel, with a three-point-five (3.5) star rating or greater.

Any additional fees that are personal in nature (e.g. pet fees, additional guests, etc.) will not be reimbursed.

Private stays with family or friends are encouraged. A maximum of \$30.00 per night for gratuitous lodging expenses is allowed. No receipt is required.

For extended stays at one location, long-term accommodation must be arranged on the approval of an immediate supervisor, to take advantage of lower weekly or monthly rates. This may include the rental of a housekeeping facility.

Reasonable gratuities for taxis will be reimbursed. Receipts are necessary to support reimbursement of these expenses.

## **MEALS FOR TRAVEL**

Meal expenditures must be incurred when the employee is required to work during or through normal meal periods or when, during a normal meal period, the employee is away on DNSSAB business from their home office base for a distance exceeding twenty-five (25) kilometers and such travel is infrequent and occasional in nature and does not fall within their regular duties.

## **CONFERENCES**

Employee attendance at conferences and seminars that involves overnight travel must be approved in advance by their supervisor.

### **Board members**

**AMO, FONOM, NOSDA, OMSSA and ROMA annual conferences:** all Board members may attend [when performing DNSSAB/NDHC business \(e.g. attending a DNSSAB/NDHC delegation\)](#).

**DNSSAB delegations:** any Board member attending the conference may attend.

## **HOSPITALITY**

The DNSSAB CAO and senior management may provide hospitality to board members, employees, working group members, guests, visitors, volunteers, and other individuals as part of the business meeting.

Meals or light refreshments provided in the course of a business meeting should be part of the business meeting, not a matter of personal convenience, whether the meeting is for internal purposes or includes external organizations. When a meeting takes place over an extended period of time and the agenda includes a working meal, there may be justification that the meal is part of the business function. Examples of such events:

- A meeting where there is a scheduled luncheon speaker.
- A meeting where participants work through a lunch period.
- Circumstances where it would be too time-consuming or disruptive to event continuity for participants to take a meal break away from the meeting location.

It is preferred that meetings involving employees are not to be scheduled during lunch break as employees should be given an opportunity to receive a break from work during the day.

#### **Hospitality costs**

Functions should minimize costs but be consistent with:

- The status of the guest(s);
- The number of persons attending; and,
- The business purpose to be achieved.

#### **Hospitality internal control**

Hosts must ensure that hospitality expenses are recorded, and records contain information for each function:

- The circumstances, including any requiring special authority;
- The form of hospitality (meal, reception, etc.);
- The cost supported by receipts;
- Names of individuals entertained, their titles and company name; and,
- Approvals by CAO or delegate.

#### **Gratuities**

Gratuities are restricted to a maximum of 20% for reimbursement, with the normal expectation of a 15% gratuity. Any gratuities beyond this limit will not be reimbursed.

Reimbursement of meal costs must not include the reimbursement for any alcoholic beverages. No reimbursement shall be made for meals consumed at home prior to departure or on return, or for meals included in the cost of transportation, accommodation, seminars and/or conferences.

## **GIFTS OF APPRECIATION**

Token gifts of appreciation, valued at up to ~~\$30~~\$100, may be extended to persons who are not attached to DNSSAB in exchange for pro bono services, such as the delivery of a presentation. [Donations to local charities that do not have a funding relationship with the DNSSAB, up to \\$100, may also be made in lieu of gifts of appreciation.](#)

## **PROCEDURE/ADMINISTRATION**

### **Non-Reimbursable Expenses**

Expenses of a personal nature will not be reimbursed. Such expenses include, but are not limited to;

- recreational purposes (movie rentals, mini bar, etc.);
- personal items;
- traffic and parking violations;
- social events that do not constitute hospitality as described above;
- alcoholic drinks;
- participation of friends or family members in events and meals\*

\*Attendance at Paramedic medal of honour events are the exception, whereby the employee receiving recognition may invite one (1) guest, and the ticket for the recognition event is paid. All other expenses are borne by the employee.

### **Receipts**

Itemized receipts must be submitted with claims. Credit card slips by themselves are insufficient to support claim for reimbursement.

### **Time Limit for Claims**

All claims must be submitted on a timely basis, and no later than 4 weeks after the date which the expense was incurred. Managers may extend this time limit using the principles to guide exceptions set out in this Policy.

### **Guidance on Exceptions to Rules**

Requests for reimbursement should not be rejected solely because they arose from mistakes or misinterpretations of the requirements of this Policy. Decisions whether to approve reimbursement or to require repayment must be reviewed on a case-by-case basis.

### **Principle to guide exceptions to the rules**

When the approval authority exercises discretion in making an exception, and in order to ensure a proper record for audit purposes, the rationale for the exception must be documented and accompany the claim.

### **DEFINITIONS**

**AMO:** Association of Municipalities of Ontario

**District of Nipissing:** The District of Nipissing as defined under Ontario Regulations 278/98 Schedule 3

**DNSSAB Main Office:** [200 McIntyre Street East, North Bay, Ontario](#)

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**FONOM:** Federation of Northern Ontario Municipalities

**Home Office:** An employee's regular place of business, permanent location associated with their position, or other place as designated by the employer.

**Itemized Receipt:** Document identifying the vendor with the date and amount of each expense item paid by the claimant. Document can be original paper, electronic or scanned copy format.

**NOSDA:** Northern Ontario Service Deliverers Association

**OMSSA:** Ontario Municipal Social Services Association

**ROMA:** Rural Ontario Municipal Association

**Spending Authority:** Managers with authority and responsibility to approve the expenses subject to this policy. Spending authority must comply with the Purchasing Policy approval authority.

**Board member Travel:** Business travel authorized by the appropriate spending authority, and does not include commuting between residence and headquarters, except for Board members residing outside of North Bay who travel to Board meetings.

**Travel:** Business travel authorized by the appropriate spending authority and does not include commuting between residence and headquarters.

**Traveller:** Employees and Board members of DNSSAB, guests and consultants.

## **SCHEDULE 1**

### **Kilometre rates, meal stipend rates, and Board stipend**

**Kilometre rate:** Canada Revenue Agency (CRA) automobile rate for the current year, after 5,000 km driven.

*The above kilometre rates apply to DNSSAB Board members and non-union employees only and can only be claimed when the one-way distanced travelled exceeds 10 kilometres.*

*When determining the amount of kilometres to claim with use of a personal vehicle, the distance travelled will be calculated as the lesser of the actual distance travelled, or the distance between the DNSSAB Main Office and the destination.*

**Meals for travel stipend:** a meal stipend is paid when eating meals at conferences/work required events, when meals are not otherwise provided. Receipts are not required to be submitted when a stipend is claimed.

(Within District):	Breakfast	\$20.00
	Lunch	\$30.00
	Dinner	\$35.00
(Outside District):	Breakfast	\$25.00
	Lunch	\$35.00
	Dinner	\$55.00

Meals considered under the Hospitality section of this Policy are not eligible for the Meal Stipend.

### **Board Meal Stipend**

A meal stipend is paid to Board members attending board meetings that are scheduled during the lunch hour. The stipend is provided instead of an in-person lunch, in order to support the dietary needs of Board members, and to accommodate the hybrid board meeting model.

The meal stipend amount is equivalent to the within district, lunch meal reimbursement amount. The meal stipend is considered a taxable benefit.





## CORP-04: Policy on Corporate Information

### REVISION HISTORY

Version	Description	Approval Date	Next Review Date	Authorization
2024	Initial Policy	25-September-2024	25-September-2029	Board Resolution #

### PURPOSE

This policy outlines how processes, programs, and IT Assets overseeing information collection, use, disclosure, and disposal can meet security and access expectations without impairing effective and efficient service delivery.

### PRINCIPLES

DNSSAB shall:

- Only collect information when there is an operational purpose or need.
- Only use information to the extent that the individual, company, agency and/or entity has consented to.
- Only disclose information on a *need-to-know* basis for the proper discharge of an employment or legal duty.
- Ensure that information is secure and protected during its storage, transportation, handling, and destruction.

### APPLICABILITY

This policy applies to all board members and employees of DNSSAB.

### SCOPE

This policy covers all Records under the Custody or Control of DNSSAB and/or NDHC. Records that include *in-all* or *in-part* any Personal Health Information, as defined under PHIPA, are outside the scope of this policy.

### RESPONSIBILITIES

The Board shall:

- Approve, promote and review this policy.

In addition to duties and obligations designated to the Privacy Head under MFIPPA/FIPPA, the Chief Administrative Officer for DNSSAB and the Chief Executive Officer for NDHC (the "CAO") shall:

- Approve the purpose or need to collect information.
- Execute non-disclosure, data-sharing arrangements, and information sharing agreements.
- Approve cybersecurity safeguards and cyber event preparedness frameworks.
- Approve risk financing and/or insurance policies to mitigate costs associated with cyber security or privacy breaches.

Directors shall:

- Implement this policy and any of its associated procedures within their department.
- Manage records under their department's custody or control.
- Determine an employee's level of access to information (i.e., high, medium, and/or low)
- Oversee cyber security and privacy controls within their department.
- Respond to privacy breach incidents related to records and information under their department's custody or control.
- Cooperate and assist with Freedom of Information (FOI) requests.

Finance and Administration shall:

- Establish a classification method used for records.

- b) Establish and monitor a retention schedule for records.
- c) Facilitate cyber security and privacy assessments.
- d) Support the investigation, response, notification, containment, and remediation of all privacy breaches.

**Project Management shall:**

- a) Secure the IT Assets that align with this policy.
- b) In collaboration with Finance and Administration, oversee cyber security and privacy education and awareness training and surveys.

**Employees shall:**

- a) Adhere to this policy and all associated procedures.
- b) Support the retrieval of all relevant records in response to a FOI request.
- c) Complete all cyber security and privacy awareness training and surveys.
- d) Inform their supervisor when a potential or actual cyber security or privacy breach has become known to them.

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**RULES**

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**1. Rules for the Collection of Information**

- 1.1. Information should only be collected when:
  - 1.1.1.the purpose or need for collection has been authorized by approved policy, procedure or approved by the CAO/CEO or their delegate.
  - 1.1.2.the individual, company, organization or entity to whom the information relates has provided consent (either written or verbal).
- 1.2. The amount of information collected must be limited to the minimum necessary for the approved purpose or need.
- 1.3. When collecting information there should be:
  - 1.3.1.a process to allow an individual to correct errors or omissions or attach a statement of disagreement if corrections were not made to information about themselves.
  - 1.3.2.a collection notice outlining the authority, purpose/need for collection along with the types of information being collected, its intended use and to whom it may be disclosed to. Details should also be provided with regard to the retention period and who they can contact for questions, concerns or corrections.

**2. Rules for the Retention of Information:**

- 2.1. IT Asset must:
  - 2.1.1.Provide adequate protection against theft, loss and/or unauthorized use, sharing, retention, and/or disclosure.
  - 2.1.2.Provide secure and appropriate disposal of records based on their sensitivity level.
  - 2.1.3.Reduce the retrieval time spent looking for specific records.
  - 2.1.4.Facilitate effective sharing of records.
  - 2.1.5.Reduce unnecessary duplication of records.
  - 2.1.6.Ensure that the management and control of records complies with legal standards.
  - 2.1.7.Support risk management (i.e., auditable and can produce an access log).
  - 2.1.8.Guarantee the record's integrity, authenticity, and reliability.
- 2.2. Records can only be retained to the extent of their usefulness for the authorized purpose or need and/or if there is a legal or evidentiary requirement.
- 2.3. Records should be destroyed to reduce the risk of inadvertent or malicious disclosure in accordance with the retention schedule.
- 2.4. Records may be retained past their last use only when there is a legal and/or legislative obligation.
- 2.5. DNSSAB must have the capacity to inform Individuals if their information is stored within a database and/or file system.
- 2.6. A database and/or file system must be limited to those persons *who need to know* the information with strict protocols that limit linking to other databases or file systems, internal and external.

**3. Rules for the Use of Information**

3.1. The use of information is limited:

- 3.1.1. to the approved purpose or need; and
- 3.1.2. to that which the individual has consented to.

3.2. Use of information can also be for a consistent purpose that the individual might have expected based on the circumstances outlined in the collection notice.

**4. Rules for the Disclosure of Information**

4.1. Subject only to Exemptions and Exclusions found within MFIPPA/FIPPA, DNSSAB should, as a matter of routine, disclose Records if:

- 4.1.1. An applicable law compels disclosure to a federal, provincial, or municipal, including but not limited to a particular minister, public servant position, law enforcement, organization, agency, ministry, department, and/or board.
- 4.1.2. There are reasonable and probable grounds that it is in the public interest.
- 4.1.3. The record reveals a grave environment, health, or safety hazard to the public.
- 4.1.4. The record is designated as low-sensitivity or is therefore considered a public record.
- 4.1.5. An individual is requesting access to a record about themselves.

4.2. Staff may disclose information without the consent of the individual or approval from the CAO, when they have a *duty to warn* or a *duty to protect* under Applicable Law, especially under the following circumstances:

- 4.2.1. An individual is posing a risk of harm by threatening themselves, an employee, another person or a child, or is harming themselves, an employee, another person or a child.
- 4.2.2. The risk of harm is significant – that is, there is a risk of bodily injury, death, or serious psychological harm.
- 4.2.3. The risk of harm is likely – that is, the risk, at that moment, is real, severe, and imminent.

4.3. Individuals should be informed when a record about or related to them *is to be* or *has been* disclosed.

4.4. Internal requests to access records shall be reviewed *on a need-to-know basis* by the department responsible for the information.

4.5. External requests to access records shall be reviewed by the CAO or designate, upon the submission of a valid FOI request.

**5. Rules for Sharing of Information**

5.1. DNSSAB may share a *collection of* or *collected information* with another government or community organizations when:

- 5.1.1. The purpose is to enable service coordination.
- 5.1.2. For the evaluation of goods and/or services.
- 5.1.3. To support the planning and delivery of programs and services funded by DNSSAB.
- 5.1.4. If there is a statutory or regulatory obligation.
- 5.1.5. If there is a contractual obligation with the governmental or community organization.

**6. Rules for the Security of Information**

6.1. The cybersecurity safeguards and cyber event preparedness frameworks must consistently show a good faith effort with reasonable steps to prepare, detect, contain, recover from, and review a privacy breach.

6.2. All suspected and actual privacy breaches must be investigated.

6.3. Where an alleged privacy breach has occurred, immediate steps must be taken to ensure that the privacy breach is contained to limit the harm to any affected individual or organization.

**7. Rules for the Disposal of Information**

7.1. No original record shall be disposed of unless:

- 7.1.1. The retention period established under an applicable law has been reached; or
- 7.1.2. If there is no governing applicable law, then the retention period established within the *records retention schedule* has been reached.

7.2. Copies of original records can be disposed at the department's discretion.

**8. General Prohibitions**

8.1. Board Members and Employees shall not:

- 8.1.1. Collect information if other data sources can meet the purpose or need.
- 8.1.2. Use information for a purpose not identified in the notice of collection.
- 8.1.3. Willfully disclose information without authorization or consent.
- 8.1.4. Attempt to use information that has been de-identified to identify an individual.
- 8.1.5. Willfully maintain information in an unauthorized database or file system.
- 8.1.6. Willfully alter, conceal, or destroy a record to deny the right of access to the information contained in that record.

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**RELATED DOCUMENTS**

The following documents are herein incorporated within this policy by reference:

- By-Laws
  - DNSSAB By-Law #1
  - DNSSAB By-Law #2
  - NDHC By-Law #1
  - NDHC By-Law #2
- Applicable Law
  - Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56
  - Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31
  - Personal Health Information Protection Act, 2004, S.O. 2004, c. 3, Sched. A

Where this policy conflicts with a by-law or applicable law, the provisions within the by-law or applicable law shall supersede this policy.

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**CONSEQUENCES**

For employees only, any violation of this policy may result in disciplinary action, and other penalties up to and including employment termination.

Breaches of this policy may also be an offence under an applicable law, with the board member and/or employee individually or DNSSAB, as a whole, being liable, upon conviction, to a fine, penalty or sanction. DNSSAB reserves the right to notify the appropriate law enforcement authorities of any unlawful activity and to cooperate in any investigation of such activity. DNSSAB does not consider conduct in violation of this policy to be within an employee's scope of employment, or the direct consequence of the discharge of the employee's duties. Accordingly, to the extent permitted by law, DNSSAB reserves the right not to defend or pay any damages awarded against employees that result from a violation of this policy.

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**OWNERSHIP AND CONTACT**

Questions, clarifications, interpretations, or concerns about this policy shall be submitted in writing to the *Finance and Administration*. All persons are encouraged to provide constructive feedback and comments about the policy and its procedures.

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**APPENDIX A: DEFINITIONS**

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That the words and phrases listed below, when used in this policy, shall have the following meanings:

*"Applicable Law"* means any law, statute, regulation, by-law, rule, declaration, ordinance, direction, directive, resolution, order, and/or requirement from a federal, provincial, municipal, and other governmental and quasi-governmental authorities, departments, commission, and boards, when its subject matter is about information or records.

*"Board Member"* has the same meaning as Schedule 3 (2) of O. Reg 278/98: General, ss. 1.12 of By-Law 1 and ss. 1.01 (c) of NDHC By-Law 1; "Board" has the same meaning.

*"Classification Method"* means the systematic identification and arrangement of Records into a naming convention that categories documents and files according to logically structured conventions, methods, sensitivity, and procedural rules.

*"Control"* means that a record is not in DNSSAB's or NDHC's physical possession and/or DNSSAB or NDHC may not have responsibilities related to the Record's security, reliability, completeness, authenticity, and accessibility, but there exists a reasonable expectation that DNSSAB or NDHC can obtain a copy upon request and can impose limitations or expectations on the management of the Record because the Record is related to the mandate and function of the organization and necessary for operations.

*"Custody"* means possessing or having the ability to deal with a Record, either the original or copy, regardless of any limitations on the right to control or how it has been acquired, so long as that Record is related to the organization's mandate and function and necessary for operations and the organization has some responsibility for its security, reliability, completeness, authenticity, and accessibility.

*"Exclusion"* means a provision under MFIPPA that excludes a Record or parts thereof from the application of the Legislation.

*"Exemption"* means a provision under MFIPPA which exempts a Record from the general right of access.

*"FIPPA"* means the Freedom of Information and Protection of Privacy Act, RSO 1990 C. F.11, as amended or re-enacted from time to time, with all regulations thereunder and any successor legislation.

*"IT Assets"* means hardware assets, software assets, network assets, utilities, including air conditioners, power and telecommunications services that facilitate the collection, use, storage, disclosure and disposal of Records.

*"MFIPPA"* means the Municipal Freedom of Information and Protection of Privacy Act, RSO 1990, c. M.56, as amended or re-enacted from time to time, with all regulations thereunder and any successor legislation.

*"Original Record"* means the first Record from which all other Copies are produced.

*"PHIPA"* means the Personal Health Information Protection Act, 2004, SO 2004, c. 3, as amended or re-enacted from time to time, with all regulations thereunder and any successor legislation.

*"Privacy Breach"* means an incident in which Records are collected, retained, used, disclosed, or disposed of in an unauthorized manner.

*"Record"* has the meaning ascribed to it under ss. 2(1) of FIPPA and ss. 2(1) of MFIPPA generally means information in a written, printed, photographic, and/or electronic form or otherwise but does not include the computer program or other mechanism that can produce that data.



## BOARD REPORT #HS-2024-026

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Transitional Housing Allowance

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the creation of a Transitional Housing Allowance to help subsidize transitional housing units in the Nipissing District as set out in report HS2024-026.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                       **Remove Barriers**                       **Seamless Access**                       **Learn & Grow**

**Maximize Impact** – Calculations for Transitional Housing Allowance has allowed for multiple individuals to be considered for the benefit due to new regulations surrounding maximum shelter allowance. The amount of the subsidy per tenant is minimal and therefore there is an increase in the number of benefits available.

**Remove Barriers** – Transitional Housing Allowances will allow the DNSSAB to assist more individuals and households in need by making budgets go farther.

**Seamless Access** – Transitional Housing Allowances will allow individuals to live affordably as well as be able to transition to a more permanent benefit once they graduate from transitional living.

### BACKGROUND

The transitional housing stock has grown significantly in the Nipissing District over the past five years. Transitional housing is a key component of the housing continuum as it provides a time-based accommodation focused on life skills development to individuals that have struggled with housing stability. To support the operations of transitional housing projects, a new rental subsidy by the name of Transitional Housing Allowance is being recommended. The new

rental subsidy conforms with the 2022 amendment to service level rules in Ontario Regulation 367/11 under the Housing Services Act, 2011. As such, the Transitional Housing Allowances will be able to count towards the district's prescribed service levels.

The requirement for the subsidies will be to target those on the Prioritization List, and/or on, or eligible to be on, the Social Housing Waitlist, and entering transitional housing units. This will ensure housing affordability for the tenants, while also ensuring the household is captured towards the District's Service Level Standards. The agencies that will be contracted for the subsidies will need to be signatory agencies to the Coordinated Access Nipissing (CAN) Data Sharing Agreement. They will also be required to use the Homeless Individuals and Families Information System (HIFIS) to ensure the resources are prioritized for individuals chosen from the CAN Prioritization List and tracked for data purposes.

### **FINANCIAL AND RISK CONSIDERATIONS**

Using internal municipal surplus funding under Commercial Rent Supplement, the Transitional Housing Allowance will be utilized for tenants while they are in transitional housing and, once they have graduated to more permanent housing, a permanent portable housing benefit will be provided. The use of municipal funds to support this subsidy program would allow for these benefits to count towards service level standards.

Given the Prioritization List and Waitlist requirements, subsidies can be provided to tenants in existing transitional housing units, as the providers are existing CAN agencies that are already signed on to the Data Sharing Agreement. If full take-up of the subsidies is not reached with existing CAN partners, staff will explore other partnerships for either transitional housing allowances, or traditional rent supplements.

Typically, the amount of funding required by the DNSSAB to subsidize the rent in a transitional unit would be minimal, as the high majority of residents are in receipt of social assistance. The surplus should be able to provide up to 28 subsidies in 2024. The budget will be monitored and if a further surplus is available, additional units would be added.

As this would need to be an ongoing benefit to support the households for up to four years and/or until they move to permanent housing, this will need to be considered and included in future years' budgets.

### **NEXT STEPS**

Staff will continue discussions with interested community partners and subsequently enter into agreements to allocate the available subsidies currently budgeted for 2024.

### **RESOURCES CITED**

N/A

**AUTHOR**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #HS-2024-029

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** COCHI OPHI 2024-25 Amended Investment Plan

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

**RECOMMENDATION**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2024-2025 amended Investment Plan, for the District of Nipissing as set out in report HS2024-029; and,

THAT the DNSSAB authorizes staff to reallocate funds throughout the 2024-25 fiscal year to qualifying projects on emerging priorities within the district, up to the CAO’s delegated authority.

**RELATIONSHIP TO STRATEGIC PLAN**

**Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities**

<input checked="" type="checkbox"/> <b>Maximize Impact</b>	<input checked="" type="checkbox"/> <b>Remove Barriers</b>	<input checked="" type="checkbox"/> <b>Seamless Access</b>	<input type="checkbox"/> <b>Learn &amp; Grow</b>
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**Maximize Impact** – The COCHI OPHI 2024-25 amended Investment Plan seeks to expand partnerships and collaboration with community housing providers and district households.

**Remove Barriers** – The COCHI OPHI 2024-25 amended Investment Plan seeks to create more affordable housing and to sustain the community housing portfolio to assist those in need.

**Seamless Access** – The COCHI OPHI 2024-25 amended Investment Plan aims for a district-wide approach to increase affordable housing options.

## BACKGROUND

- Announced in April 2019, the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) are joint initiatives between the federal and provincial governments for the delivery of affordable and social housing.
- COCHI funding is a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement, and Service Managers are encouraged to use COCHI funds for:
  - Protecting rent-geared-to-income tenants in non-profit housing projects with expiring operating agreements/mortgages,
  - Preserving social housing supply through repairs and renovations; and/or
  - Supporting social housing providers that can demonstrate their potential for long-term financial sustainability through transitional operating funding.
- OPHI addresses local housing priorities through a suite of program components. The following OPHI program components are available to Service Managers:
  - Rental Housing
  - Homeownership
  - Ontario Renovates
  - Rental Assistance
  - Housing Support Services
- As per report [HS2024-006](#), the Board previously approved an amended Investment Plan for COCHI OPHI because of funding carry-over denial given by the Ministry of Municipal Affairs and Housing (MMAH). The funding carry-over had been requested due to the late Investment Plan approval in the 2023-24 fiscal year. The current amendment is a result of the on-going delay in the province's approval and activation of COCHI OPHI Investment Plans for the 2024-25 fiscal year.

## FINANCIAL AND RISK CONSIDERATIONS

- MMAH is responsible for the approval and activation of COCHI OPHI funding on an annual basis. Over the past two years, there have been significant delays in the approval and activation of funds. In the 2023-24 fiscal year, funds were not approved until the middle of August and at the time of writing this report, Service Managers continue to await the Investment Plan approvals.
- COCHI and OPHI funding allocations are provided on a 'use it or lose it' basis, therefore, funds that are not committed by the required timelines may be reallocated to other Service Manager areas. Due to the delayed funding approval and the COCHI OPHI deadlines for funding commitments, Investment Plan amendments are required.

## OPTIONS AND/OR RECOMMENDATIONS

Table 1 below outlines the revised breakdown of the COCHI and OPHI program components for the 2024-25 fiscal year:

**Table 1- 2024-25 Revised Fiscal Year Component Allocations for COCHI and OPHI.**

<b>COCHI</b>		<b>2024-25</b>
<b>CAPITAL</b>		
New Build		\$0.00
Repair		\$946,615.00
<b>OPERATING</b>		
Rent Supplement		\$306,000.00
Transitional Operating Funding		\$250,000.00
Administration Fee		\$79,085.00
<b>COCHI TOTAL</b>		<b>\$1,581,700.00</b>
<b>OPHI</b>		<b>2024-25</b>
<b>CAPITAL</b>		
Rental Housing		\$0.00
Homeownership		\$100,000.00
Ontario Renovates		\$219,020.00
<b>OPERATING</b>		
Rent Supplement		\$0
Housing Allowance – Direct Delivery		\$120,000.00
Housing Support Services		\$24,390.00
Administration Fee		\$24,390.00
<b>OPHI TOTAL</b>		<b>\$487,800.00</b>

- In the previous Investment Plan, the Board approved a total of \$1,065,635 (COCHI: \$946,615 OPHI: \$119,020) under the New Build and Rental Housing components to deliver a Home Conversion Pilot Program. The Home Conversion Pilot Program involves the purchase of low-end market, single detached homes in the Nipissing District and the subsequent conversion of each home into 2-3 bachelor and 1-bedroom units, a portion of which would be rent-geared-to-income. The delayed approval of the funding has unfortunately resulted in the loss of a full construction season, and significantly tighter commitment timeframes, which severely impact the ability to meet the COCHI OPHI prescribed completion and commitment deadlines. The Ministry’s commitment deadline for capital projects is November 30<sup>th</sup>. As such, the Home Conversion Pilot Program can no longer be funded this fiscal year but can be considered for funding in future years.
- The funds associated with the Home Conversion Pilot Program will be reallocated as follows:
  - \$946,615.00 will be reallocated to the COCHI Repair component to assist social housing providers with needed repairs. In the 2023-24 fiscal year, DNSSAB issued a call for submissions for social housing repairs and received a total of

- \$4,740,548.47 in repair requests: over three times the funding available. The need for social housing repair funding remains high and can be quickly allocated, as a result.
- \$119,020.00 will be reallocated to the OPHI Ontario Renovates component to increase the number of Additional Dwelling Units (ADU) developed this fiscal year. The funding will complement the existing Board approved funding through the Affordable Housing Reserve by increasing the number of ADUs created by a minimum of two to three. The ADU Program has garnered significant interest since being announced in May. There are currently 75 households on the program waiting list, which will allow for the funds to be committed within the timeframe.

### **NEXT STEPS**

- Continue to work with households on the ADU waiting list to commit households for the program funding.
- Continue advocacy for increased and sustainable funding under COCHI/OPHI for capital funding, as well as timely confirmation of allocations and approval of investment plans.
- Request new high priority social housing repair submissions and reevaluate the unsuccessful repair submissions from 2023-24 for 2024-25 funding.
- Monitor COCHI OPHI expenditures to ensure that all commitment deadlines are met.

### **RESOURCES CITED**

N/A

### **AUTHOR**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #HS-2024-027

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Additional Dwelling Units Update

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the additional allocation of \$580,980 from the Affordable Housing Reserve for the Additional Dwelling Unit Program bringing the total program funding to \$1,250,000 as set out in report HS2024-027.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

**Maximize Impact**                       **Remove Barriers**                       **Seamless Access**                       **Learn & Grow**

**Maximize Impact:** This project maximizes impact by increasing the number of affordable rental housing units addressing a significant need throughout the District.

**Remove Barriers:** The program removes barriers for the citizens looking for affordable and appropriately sized housing by providing rents that are at or below Average Market Rent and deeply affordable units through rent supplements.

### BACKGROUND

In May 2024, through report #HS-2024-020, the Board approved the Additional Dwelling Unit pilot project, using \$550,000 from the Affordable Housing Reserves to target one household in each municipality to create an additional dwelling within their home or on the primary property.

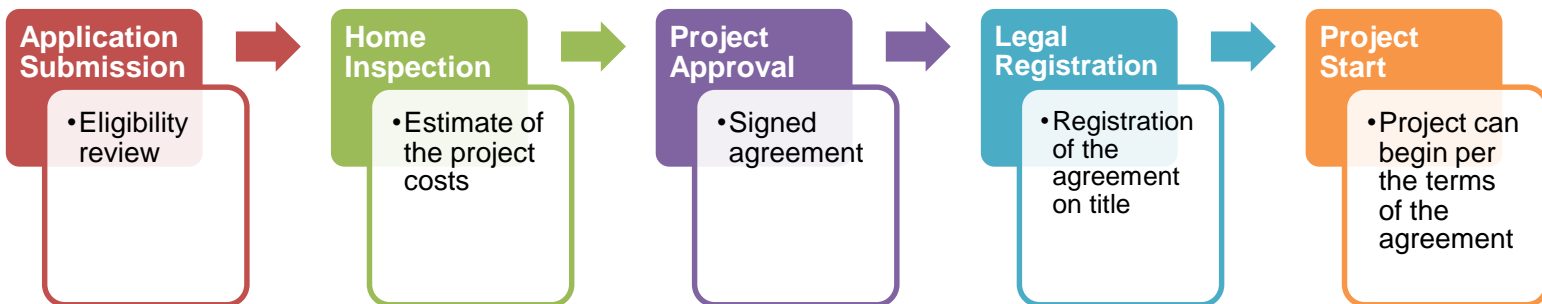
A news release was completed to inform homeowners and municipalities of the program; as well, each municipality was provided with the program flyer and pamphlet outlining the program details.

Eight (8) of the eleven (11) municipalities submitted applications to be considered for the program.

Since *kicking off the pilot*, 75 people have requested to be added to the waitlist. The distribution of the applications throughout the District is provided in the table below.

Municipality	Number of Applicants
Bonfield	5
Calvin	2
Chisholm	0
East Ferris	9
Mattawa	4
Mattawan	0
North Bay	38
Papineau Cameron	0
South Algonquin	2
Temagami	1
West Nipissing	12
Unorganized Areas	2

Over the summer, 18 applications were sent out, first targeting one from each municipality, then moving to first-come-first-served as of July 31<sup>st</sup>. Of the 18 applications sent out, seven (7) applicants either withdrew or were ineligible. There are currently three households who have completed all the necessary paperwork and are at the home inspection stage. The approval process is noted below.



### FINANCIAL AND RISK CONSIDERATIONS

Given the significant interest in the program, staff feel the pilot is on track to commit the \$550,000 approved by the board from the Affordable Housing Reserve. Should the current projects come in under the maximum grant available, additional projects will be funded.

Due to the necessary reallocation under COCHI/OPHI, as outlined in [HS-2024-029](#) and upon approval of the Board, the Addition Dwelling Unit Pilot Program will receive an additional \$119,020 from reallocated OPHI funding. Additionally, it is recommended to increase the allocation from the Affordable Housing Reserve by an additional \$580,980. This would

increase the total investment to \$1,250,000, to allow a minimum of 25 new affordable units added throughout the District.

Further, due to the initial popularity of the program, it is recommended that the Additional Dwelling Unit Pilot Program become an ongoing program, with funding built into the budget annually, beginning in 2025. Staff would continue to explore opportunities to leverage federal and provincial funding to operate the program, wherever possible.

### **NEXT STEPS**

1. Upon Board approval, OPHI funding will be reallocated to the Additional Dwelling Program, as well as additional funding from reserves, and staff will send out additional applications.
2. Commit the \$1,250,000, to create a minimum of 25 units throughout the District, and continue to monitor the expenditures and manage the projects through to completion and continued monitoring for the 15-year affordability period.
3. Explore including the ADU program in the 2025 Housing Services budget.

### **RESOURCES CITED**

N/A

### **AUTHOR**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #CORP-2024-040

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** Click or tap to enter a date.

**Purpose:** Strategic Plan Progress Update

**Department Head:** David Plumstead, Manager of Planning, Outcomes and Analytics

**Approver:** Melanie Shaye, Chief Executive Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact                       Remove Barriers                       Seamless Access                       Learn & Grow

Progress is being made in a number of areas that span the Board's goals above. As demonstrated in the progress update report, these include increased partner collaboration in OW and Children's Services to maximize Board impact, and stabilizing new housing supply to remove systemic barriers. Service delivery and access has also been enhanced through projects such as outreach and co-location services, and sustainability in the community paramedicine program. Finally, project work in the areas of technology and staff/partner development and training support the Board's path to continuous improvement, and learning and growth.

### BACKGROUND

The Board adopted its strategic plan towards the beginning of its term in May 2023. This followed a review and development period where Board members reviewed the plan that was currently in place and made some changes to the priorities for the 2023-2026 term.

Within the plan's framework of the corporate vision, mission, values, and guiding principles, the plan includes four overarching goals to Maximize Impact, Remove Barriers, Provide Seamless Access, and Continuously Improve and Adapt - Learn and Grow. The plan also includes 11 strategic priorities, and 48 action items with intended outcomes and performance measurement areas. The action items mostly involve project work or developing a process,





system, etc. and are the steps necessary to achieve the Board's priorities and move closer to reaching the corporate goals.

Staff monitor the strategic plan's implementation and progress through the corporate project management system and may make updates or amendments to the plan based on changes in the operating environment or other factors.

### **CURRENT STATUS**

The senior management team attended two off-site strategic planning meetings in 2024. The first meeting involved a summary overview of the strategic plan and a detailed implementation and progress review of the plan's priorities and action items. This included group discussions and roundtable updates on all action items and projects. The action items that had been completed were noted, and amendments were made to some of the others. The agenda also included discussions on the development of key performance indicators (KPI) and a communications strategy and plan going forward.

The second planning meeting focused on the development of KPIs for some of the priority action items and outcomes. The KPIs measure performance in the priority areas of homelessness and affordable housing, becoming an employer of choice, and access to quality early learning and childcare – the KPIs are shown in the attached KPI scorecard.

### **Implementation Progress**

As noted in the progress update report and summary priority map (see appendices), one-third of the plan's actions and projects have been completed. Most of the completed work has been on projects related to improving access to services and programs, and continuous improvement and learning and growth. However, there is still considerable work ahead with the remaining action items and projects at various levels of progress, ranging between 10% to 90% completion.

### **Plan Amendments and Changes**

The strategic plan is a living document where the priorities and action items can change based on changes in the operating and service environment or other influencing factors. Accordingly, some changes were made to update the plan. These include removing two action items relating to communications and replacing them with an over-arching project to develop a communications plan. Additionally, the Ontario Works (OW) social assistance transformation action was reworded to bring more emphasis on client life stabilization and an updated timeline for the transformation (2025). Two OW action items were also added to reflect the increased role and importance of client referrals and staff transition for the implementation of the employment transformation. The remaining plan change refers to the organizational review which, for better clarity and alignment to the corporate goal, is now placed under a new priority



to ensure that DNSSAB is well positioned and aligned for maximum performance heading into the future.

### **Key Performance Indicators**

The Key Performance Indicator (KPI) scorecard (see appendix) measures organizational performance in achieving some of the Board’s goals and priorities (additional KPIs are in development to provide a balanced measurement across all priority areas). The KPIs have been chosen based on critical success factors for achieving the intended outcomes, data availability, and the indicator’s direct link to priority and outcome measurement. Although some of the KPIs have few data points for interpretation and drawing conclusions at this point, they offer a starting point for measuring performance and will be monitored on a monthly basis going forward.

As noted by the scorecard there are mixed performance results in the Board’s priority and goal areas. For example, the return from housing rate (homelessness) and new affordable housing units are strong indicators that housing those in need and developing affordable housing is moving in the right direction. The employee job promotion rate is another positive indication that workplace initiatives are progressing towards building a strong workplace and culture. However, weak KPIs are also present such as the time it is taking to house the homeless and the housing placement rate. As mentioned earlier, more data and a deeper analysis is required for further interpretation of these indicators. Countering the stronger workplace KPI above, the combined DNSSAB and NDHC employee turnover rate may be considered high by some, and industry benchmarking would be helpful for relative comparison. The child care staff vacancy rate is also high, undermining the system’s capacity to meet local childcare demand.

### **FINANCIAL AND RISK CONSIDERATIONS**

The resources required to implement action items and projects in the strategic plan vary widely from minimal resources in some cases to extensive (such as the use of consultants) in others. Items requiring considerable resources should be flagged and discussed during the annual budgeting process.

### **NEXT STEPS**

Staff will continue to implement the action items and projects in the strategic plan and monitor progress in the project management database. Additional Key Performance Indicators (KPIs) will be developed to provide a balanced perspective and measurement towards achieving the desired outcomes and the Board’s priorities and goals.

### **RESOURCES CITED**

N/A



**AUTHOR**

David Plumstead, Manager of Planning, Outcomes and Analytics

# 2022-2042 Strategic Plan



Board Term 2023-2026  
Progress Update September 2024

# PRIORITIES and ACTIONS (2023-2026)

## Progress Update, September 2024

The Board's strategic priorities establish a clear avenue to enable the organization to meet its goals. While the goals remain fixed in the long run, the priorities are subject to change with each Board term on a four-year cycle. The respective priorities include a set of action items, intended outcomes, and areas of performance for priority execution. To monitor plan implementation and progress in achieving the strategic priorities and goals, the action items are tracked in the organization's project management system and linked to performance indicators as they are developed.

The following report provides an update on the plan's implementation progress during the current Board term. Each action item has an update and completion rate as recorded in the project management system. The following table and sub-sections summarize the plan's progress in terms of project completion status and amendments/changes:

### Implementation Progress

Action Items	Count
Completed	16
In progress	26
Not started	3
Amended/New	3
<b>Total</b>	<b>48</b>

Good progress is being made in plan implementation with one-third of the action items completed with the intended outcomes. In some cases, these items were implemented as one-off projects with a clear start and finish point based on achieving the end outcome. In other cases, the project work has been incorporated into an ongoing process, system, or policy to ensure the intended outcome is sustained over time. Most of the completed work has been on projects related to improving access to

services and programs, and continuous improvement and learning and growth.

In view of the above there is still considerable work ahead with half the action items and projects at various levels of progress, ranging between 10% to 90% completion. These items also range in complexity and the resources required to carry them out. Additionally, a small number of projects have not been started, and these will require greater attention going forward. Most of these projects are aimed at encouraging organizational development and growth.

### Plan Amendments /Changes

As a living document, the plan's priorities and action items can change based on changes in the operating and service environment or other influencing factors. This is the case with three of the actions and projects which were amended or newly created for better alignment to the priorities and goals.

One of the changes includes combining two previous communications items (*communicate to the public and other stakeholders the Board's services and increase public communications and relations*) into one item which is to *develop a corporate communications plan (# 9)*. This provides a more fulsome approach to ensure that DNSSAB develops a strong brand and effective messaging and communications to future audiences.

Another change under the priority to enable client self-sufficiency is changing the previous action item from *implementing Ontario Works social assistance transformation beginning in 2024* to *conducting a service delivery model review to transition the Ontario Works program into a program that is focused on life stabilization (#34)*. This brings a stronger emphasis to life stabilization and the updated timeline for transformation, which is 2025. Two additional actions were also added under this priority which are to *enhance the referral tracking mechanisms to better support the new service delivery model (#35)* and *transition front line employment services to Employment Ontario through engagement and consultation with the Service System Manager (#36)*. These action items reflect the increased role and importance of client referrals and staff transition for the implementation of OW employment transformation.

Closely related to the OW changes above, in the current plan the *organization review* is considered an outcome for the OW action to implement social assistance transformation. For better clarity and alignment to the corporate goal, the updated plan includes a new priority for *ensuring that DNSSAB is well positioned and aligned for maximum performance heading into the future*. The organization review has been moved from the OW section and is now the main project for this priority. The new priority also accommodates any future work in this area, for example, the implementation of recommendations resulting from the organization review.

### Key Performance Indicators

In addition to the progress update on the strategic action items and projects, a Key Performance Indicator (KPI) scorecard measures organizational performance in achieving some of the Board's goals and priorities (additional KPIs are in development to provide a balanced measurement across all priority areas). The KPIs have been chosen based on critical success factors for achieving the intended outcomes, data availability, and the indicator's direct link to priority and outcome measurement.

*Housing Those in Need* and *Developing Affordable Housing* remain a top priority for the Board and staff. Some of the main action areas for achieving these priorities are to house those who are experiencing homelessness on the Nipissing District Homelessness List (NDHL).

The KPIs of **time to housing**, **housing placement rate**, and **return from housing rate** effectively measure homeless to housed housing performance. It should be noted that the quality homelessness baseline data were just established in September 2023, so currently there are few KPI data points that can be used for interpretation of trends or to draw conclusions. However, the KPIs offer a starting point for assessing performance in reducing homelessness and will be monitored on a monthly basis going forward.

Over the last three quarters the median number of days clients were on the NDHL before being housed ranged between 80 to 121 days, or about three to four months. The number of days spiked by 50% between the first and second quarters in 2024 and this coincides with a relatively significant increase in the number of actively homeless on the NDHL. The increase is a result of adding more client data into HIFIS and continuing data cleaning practice which should be considered when interpreting the data. The NDHL *housing placement rate* shows a declining performance trend over the period. Whereas 12% of those on the list were housed during the last quarter of 2023, housing placement has fallen to less than half (5.6%) that rate more recently. Meanwhile, about 2% of those housed have returned to homelessness (and the NDHL) so far this year – this is down from just under

3% during the fourth quarter in 2023. The DNSSAB will continue to work with Coordinated Access Nipissing and other community partners towards increased performance in housing those on the NDHL.

Moving to the creation of affordable housing, the **number of new affordable housing units** and **rent subsidies** are key indicators for measuring performance in increasing the supply of affordable housing in Nipissing District. The **social housing placement rate** is another key indicator to measure access to affordable housing.

Two of the affordable housing KPIs show stronger performance in terms of change. For example, 44 new affordable units were created last year vs. no units in 2022. Additionally, the number of new rent subsidies increased by one-third between 2022-2023, or from 15 to 20 subsidies. However, the remaining indicator has a weaker performance with the percentage of those on the social housing waiting list who were housed, decreasing by 3.5% from 2022. Having affordable housing supply targets to benchmark will provide a further gauge of performance in this area.

*Becoming an Employer of Choice* is another Board priority that involves building a strong workplace and culture to attract and retain skilled talent. Although there are not many data points for these KPIs at this time, the indicators suggest a mixed performance in this area. On the positive side, a **job promotion rate** of 28% indicates that a considerable number of employees are advancing in the organization through various pathways. A complementary KPI - the **continuing education participation rate** - appears less optimistic with 6.7% of employees enrolled in training or continuing education in 2023.

**Employee turnover** is another KPI indicative of employee retention and work culture. The combined turnover rate for DNSSAB and NDHC is 13%-16%, which appears on the high side although industry benchmarking would help to establish a suitable performance target. Moving to the external child care environment, **child care staff vacancy** sat at 26% at the end of 2023, which is down from 31% at the beginning of the year and moving in the right direction. However, this is still a relatively high staff vacancy that results in insufficient operating capacity to meet local child care demand.

The third Board priority in the scorecard is to *increase equitable access to quality early learning and childcare*. Key performance indicators for child care affordability are **fee subsidy take up** and **access ratio**. Over the past couple of years, the number of children in Nipissing District receiving fee subsidy has ranged between 766 – 1103 children. During 2024 the number of subsidized children has been decreasing and is currently down 30% from the first quarter high in 2022. On average the fee subsidy access ratio is 9% so about 1 out of every 10 children ages 0-12 in the district receive fee subsidy. As noted in previous reports and the recent Early Years & Child Care Service Plan 2024-2034, child care fee reductions are provided through the CWELLC program for eligible children under the age of six, making child care affordable for more families and decreasing the need for additional subsidies. Continuing to implement strategies to address the shortage of early years and child care workers and support rural and underserved communities will help to maximize access to licensed child care.

# GOAL: Remove Systemic Barriers

**Priority: House Those in Need and Facilitate the Development of Affordable Housing as a Built for Zero Community.** *Stabilize households by focusing on the upstream social determinants and creating more affordable housing options for those who are vulnerable and in need.*

#	Action	Outcome	Area of Performance/ Indicator
1	Stabilize Northern Pines and related homelessness services and coordination across the district.	Northern Pines is financially and operationally sustainable.	<ul style="list-style-type: none"> <li>• Funding.</li> <li>• Collaboration.</li> <li>• Health engagement.</li> </ul>
	<p><b>Update:</b> Northern Pines is now financially stable with Homelessness Prevention Program (HPP) and levy funding. Through collaboration with the NBRHC, an Assertive Community Treatment (ACT) team and a Rapid Access to Addictions Medicine (RAAM) clinic is available on site. The community paramedicine program is also bringing in onsite services to Northern Pines.</p> <p><b>Completion: 100%</b></p>		
2	Explore joint planning initiatives, municipal-owned land, and other opportunities for the construction of affordable housing across the district, with emphasis on rural and outlying areas.	Increased supply of affordable housing.	<ul style="list-style-type: none"> <li>• Municipal land conversion rate.</li> <li>• Increased # affordable housing units by area.</li> </ul>
	<p><b>Update:</b> The initial project work started with discussions with the City of North Bay to explore land development opportunities. More recently preliminary conversations with the area municipalities have begun occurring.</p> <p><b>Completion: 30%.</b></p>		
3	Explore opportunities to utilize available land through the Nipissing District Housing Corporation to create additional affordable and subsidized housing.	NDHC land assets are maximized to increase the housing supply.	<ul style="list-style-type: none"> <li>• Land utilization ratio.</li> <li>• Service level standards.</li> </ul>
	<p><b>Update:</b> The initial project work intended the assessment of NDHC properties to be conducted as part of the NDHC Deep Energy Retrofit Plan. However, there has been no further update on the project.</p> <p><b>Completion: 30%.</b></p>		
4	Investigate ways to get NDHC's social housing units with the highest need, attached to housing and clinical mental health supports or designated as supported living.	Social housing tenants receive the supports they require to maintain stability and move towards self-sufficiency.	<ul style="list-style-type: none"> <li>• Mental health-related incidents/calls.</li> <li>• Eviction rate.</li> </ul>



	<p><b>Update:</b> Additional FTE was approved in 2022 to provide extra supports to tenants of NDHC. Ongoing efforts have been made to secure other funding opportunities to add to the team for complex tenancies. As of November 1, 2022, MOU signed for cost-sharing of an FTE to provide supports for tenants at Edgewater Apartments.</p> <p><b>Completion: 70%.</b></p>		
5	Identify housing development projects and prepare business cases in advance to respond quickly to funding opportunities, applications, and provincial infrastructure investments.	The affordable and subsidized housing supply is increased to meet the demand.	<ul style="list-style-type: none"> <li>Centralized housing waiting list demand.</li> <li>Application response and success rates.</li> </ul>
	<p><b>Update:</b> Initial project work identified a third-party developer for the Brookes Street site, and they were invited to submit a business case/proposal for consideration. A third-party operator also self-identified an acquisition opportunity, and a preliminary business rationale was presented by a staff collaborative. More recently (August 2024) DNSSAB will be issuing an RFEI for conceptual and shovel ready projects to be well positioned to respond quickly to funding opportunities.</p> <p><b>Completion: 70%.</b></p>		
6	Implement a Coordinated Access system for homelessness and ancillary services.	To prevent and end homelessness through a streamlined and standardized housing intake and assessment process. Homeless serving agencies are coordinating access and sharing case information and data.	<ul style="list-style-type: none"> <li>Percentage of clients housed.</li> <li>Percentage of clients who remain consecutively housed (e.g. 6+ months).</li> <li>Number of re-housing occurrences.</li> </ul>
	<p><b>Update:</b> Coordinated Access Nipissing has been almost fully implemented, including an Executive Leadership Committee that meets monthly and the front-line Action-Based Case Conferencing CAN Team, which meets on a weekly basis. Still left to implement: - Formal District-Wide Referral Process and a fully developed Housing Resource Inventory that includes dedicated prioritization of community housing and support resources available for matching by the CAN Team to individuals on the Priority List.</p> <p><b>Completion: 90%.</b></p>		
7	Ensure the By-Name List of homeless individuals is tied to a group of community service providers who will find coordinated solutions to rapidly rehouse and provide wrap-around supports to individuals identified.	Homeless individuals are rapidly housed and supported.	<ul style="list-style-type: none"> <li>By-name list exits.</li> <li>Average time an individual is deemed homeless; time-to-housing.</li> <li>Shelter overflow rate.</li> </ul>

	<p><b>Update:</b> The CAN Priority List is now developed and is comprised of individuals who have given consent to share their information between CAN Partner Agencies. The Priority List is updated weekly and used by the CAN Team to case conference and match to available resources.</p> <p><b>Completion: 100%.</b></p>
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## GOAL: Continuous Improvement and Adaptation – Learning and Growth

**Priority: Strengthen Communications, Understanding and Public Relations.** *Engage and inform stakeholders to improve communications, inform public policy, build education and awareness, and strengthen the corporate reputation and image.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
8	Develop DNSSAB Indigenous land acknowledgment statement.	Acknowledgment and recognition of Indigenous traditional territory, heritage, and culture.	<ul style="list-style-type: none"> <li>Statement is adopted and in use across the organization.</li> </ul>
	<p><b>Update:</b> The Indigenous land acknowledgement statement has been completed and is in use at Board meetings. Work on truth and reconciliation will continue and an Ad Hoc committee will be meeting to discuss the next step towards truth and reconciliation.</p> <p><b>Completion: 100%</b></p>		
9	Develop a corporate communications plan that aligns with the corporate goals. The plan can use the Redbrick Communications recommendations as a framework and to set communication priorities (Summary Report and High-level Recommendations, 2023).	The DNSSAB has a strong brand and is providing consistent, effective messaging and communications to its core audiences.	<ul style="list-style-type: none"> <li>Audience coverage; reach.</li> <li>Audience engagement/ participation.</li> <li>Website traffic.</li> <li>Sentiment analysis (media).</li> </ul>
	<p><b>Amendment to plan:</b> The above action combines the previous two action items, which were to <i>communicate to the public and other stakeholders</i> and <i>increase public communications and relations</i>. Combining these into the development of a communications plan provides a more fulsome approach and takes into consideration the consultant’s communication recommendations.</p> <p><b>Completion: 10%.</b></p>		

10	Implement strategies to engage early years and child care professionals by creating an online community of practice (i.e., forum, networking, etc.).	Early years and child care professionals are connected and further able to collaborate.	<ul style="list-style-type: none"> <li>Engagement rate and levels of early years and child care professionals.</li> </ul>
<p><b>Update:</b> The Professional Learning Portal is completed. The portal includes a variety of training/professional development/information videos for individuals working in the early years and child care sector. A community of practice has been added to the portal in order to further promote networking and exchange of ideas within the sector (<a href="#">DNSSAB   Professional Learning</a>). A professional learning calendar is also available on the DNSSAB website: <a href="#">Professional Learning Calendar (google.com)</a>. Additionally, the creation of a Children's Services Reporting Portal and database is underway. It is anticipated that the database will be ready in the second quarter of 2024. This also ties in with automating reporting requirements and increasing efficiency (action # x).</p> <p><b>Completion: 100%</b></p>			
11	Run a communications campaign to position Nipissing Paramedic Services and paramedics as an integral part of the community.	Increased public education and awareness around Nipissing paramedic services.	<ul style="list-style-type: none"> <li>Media coverage; reach.</li> <li>Brand awareness.</li> <li>Social media indicators.</li> <li>Website traffic.</li> </ul>
<p><b>Not started:</b> Although there has been some good media coverage on Nipissing Paramedic Services, this project has not been formally planned or started.</p> <p><b>Completion: 0%</b></p>			

**Priority: Become an Employer of Choice.** *Build a creative and attractive workplace with strong culture that will attract and retain skilled talent.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
12	Develop a recruitment, retention, and succession strategy to alleviate unfilled vacancies, increased workloads, and capacity issues.	DNSSAB recruits and retains skilled staff with pathways for succession.	<ul style="list-style-type: none"> <li>Staff turnover rate; retention rate.</li> <li>Length of service.</li> <li>Average length of time to fill positions.</li> </ul>
<p><b>Update:</b> This continues to be a challenge but is in progress. Adjusted recruitment approaches include adding flexibility in Business Model Policy, loosened parameters on hiring for front line positions, and creating unique parameters for hard to fill positions.</p> <p><b>Completion: 70%</b></p>			

13	Seek opportunities for staff to participate in career and skill development to further enhance opportunities for the internal filling and succession of positions (see also, Encourage Career Development and Growth).	The organization promotes skill development and growth for career development.	<ul style="list-style-type: none"> <li>• Certifications and accreditations.</li> <li>• Skill development hours /rate.</li> <li>• Internal/ external hiring ratio.</li> </ul>
<p><b>Update:</b> Developed Leadership Development Policy, working on equivalencies and broadening the scope of job descriptions in OW. Enhanced continuing education fund (from \$9,000 to \$15,000 in 2023). Also seeing increased staff utilization of fund.</p> <p><b>Completion: 100%</b></p>			
14	Ensure that work processes are well documented and accessible to assist with succession planning.	Minimize the loss of knowledge through staff turnover.	<ul style="list-style-type: none"> <li>• Inventory of workload processes.</li> </ul>
<p><b>Update:</b> All areas beginning to proceduralize frequently performed tasks. Creating user guides for technology- related functions that are routine. Document management is also on the job description for the new Risk Management position.</p> <p><b>Completion: 50%.</b></p>			
15	Attract, retain and increase the number of Registered Early Childhood Educators and professionals working in the child care sector.	The number of Registered Early Childhood Educators is meeting child care demand.	<ul style="list-style-type: none"> <li>• ECE turnover rate; retention rate.</li> <li>• Increased operating capacity within licensed child care services.</li> </ul>
<p><b>Update:</b> Website has been updated - <a href="#">DNSSAB   Shaping Nipissing's Future</a></p> <p>Marketing is ongoing on social media - recruitment and retention of child care workers.</p> <p>Members of the CS Team participating in community outreach by attending EarlyON Child and Family Centres to promote the sector, including becoming an early years and child care worker.</p> <p>Currently working on materials to attend job fairs and promote the early years and child care sector as a whole.</p> <p>Marketing materials (rack cards) distributed throughout the community (i.e. high schools, employment offices, etc.)</p> <p>Financial literacy and leadership series underway - working with Sault College and anticipate that micro-credential course will be available in spring/summer 2024.</p> <p>Sponsorship for ECE diploma in 2023 and 2024 through Northern College and College Boreal.</p> <p>Variety of PD available to the sector free of charge.</p> <p><b>Completion: 70%.</b></p>			
16	Investigate the pros and cons of employing NDHC housing maintenance contractors directly versus the current practice of hiring them externally.	NDHC housing maintenance and repair is carried out most effectively and at the best value.	<ul style="list-style-type: none"> <li>• Costs and benefits of outsourcing vs. insourcing contractors.</li> </ul>

	<p><b>Update:</b> The initial project work included developing two business cases to increase staff for specialized positions, to eliminate contracting for service, and as a cost savings initiative. NDHC has successfully added a Red Seal Electrician to the team as an FTE. Savings are evident in completing this work in house, as well as being able to tackle preventative work in between requests for work.</p> <p><b>Completion: 50%.</b></p>		
17	Measure DNSSAB's workplace environment and culture to evaluate the current level.	Create a baseline for measuring progress on achieving this priority.	<ul style="list-style-type: none"> <li>• Mix of quantitative &amp; qualitative data.</li> <li>• InfoHR key indicators.</li> <li>• Staff experience feedback.</li> </ul>
	<p><b>Update:</b> An employee survey on work environment and culture has been conducted. The survey results are being analyzed and the outcomes will be shared at the September board meeting and then issued to staff. Information and data obtained from exit interviews is also being analyzed and compiled as part of the baseline measurement.</p> <p><b>Completion: 70%.</b></p>		

**Priority: Encourage Organizational Development and Growth.** *Implement development and training activities to promote continuous learning and skills development in concert with business needs, for growth and improved performance.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
18	Organize training for Board members in areas such as governance, communications, roles & responsibilities, risk management, and general Board development.	Board members have the tools and capacity to provide effective leadership and governance for the organization.	<ul style="list-style-type: none"> <li>• Number of training sessions</li> </ul>
	<p><b>Update:</b> Governance training occurred at the beginning of the term and the Board received training October 25, 2023 from Redbrick Communication (a Communications Summary Report was provided).</p> <p><b>Completion: 30%.</b></p>		

19	Conduct service network training and education: organize joint training and education sessions for relevant service organizations in the service network.	Organizations in the service network receive the same training and education at the same time.	<ul style="list-style-type: none"> <li>• Number of joint training/education sessions held.</li> <li>• Participation rate.</li> <li>• Training resources leverage.</li> </ul>
	<p><b>Update:</b> This is now an ongoing process as most of the departments provide training and education opportunities for external service providers and organizations when the opportunity presents. As recent examples, Children’s Services has organized over 30 professional learning and development sessions for early years and child care professionals so far in 2024. Nipissing Paramedic Services has also recently organized first aid training for staff and external partner organizations. Ontario Works also delivers OW presentations to students in the social work program at Nipissing University.</p> <p><b>Completion: 100%</b></p>		
20	Investigate developing a type of cross-department familiarization program where participating staff become familiar with other job roles and skill sets, in other departments.	Workforce development, increase in organizational awareness, reduced work silos.	<ul style="list-style-type: none"> <li>• Operating expenditures that are out-sourced.</li> </ul>
	<p><b>Not started.</b></p> <p><b>Completion: 0%.</b></p>		
21	Increase team-building activities within and across departments.	Improve corporate culture, communications, cooperation, and collaboration.	<ul style="list-style-type: none"> <li>• Compare to baseline business metrics after implementation.</li> <li>• Staff feedback (surveys, focus groups).</li> </ul>
	<p><b>Update:</b> An employee survey on culture and communications has been conducted and departments are now encouraged to have monthly team meetings, through the senior team communications protocol.</p> <p><b>Completion 20%.</b></p>		
22	Ensure that staff have sufficient time allotted to attend training and professional development events and activities.	Continuous learning, career development, and growth.	<ul style="list-style-type: none"> <li>• Training hours.</li> <li>• Training participation rates.</li> </ul>
	<p><b>Update:</b> Ongoing efforts are made to provide dedicated time for employees to attend training and professional development events and activities to support their growth, improve performance, and adapt to the organization's evolving needs, as identified by the department and/or HR.</p> <p><b>Completion: 100%</b></p>		

**Priority: Develop Advanced Technology Solutions.** *Implement new technology to increase productivity, operating performance and outcome data and measurement, and enhance service delivery.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
23	Achieve an organization-wide commitment to technology that includes developing a technology inventory and identifying and prioritizing new technology and/or legacy system upgrades and modernization.	Increased business process efficiency, program metrics, staff productivity, and client experience.	<ul style="list-style-type: none"> <li>• Budget/ resource amount allocated to technology.</li> <li>• Return on technology.</li> <li>• Digital /technology adoption rate.</li> </ul>
	<p><b>Update:</b> This is now an ongoing process. SharePoint 365 and NAV/Sparkrock 365 are in progress. NDHC has adopted Arcori and moved away from paper processes. Children's Services is now using an online portal to share documents with service providers.</p> <p><b>Completion: 100%</b></p>		
24	Prioritize and implement the following new software and databases and/or upgrade legacy systems: <ul style="list-style-type: none"> <li>• Tenant Management System</li> <li>• Housing Registry Waitlist System</li> <li>• Social Housing Management System</li> <li>• E-Scribe Agenda Management System</li> </ul>	Improved data accessibility, reliability, consistency, security, BI integration, decision support, and reporting.	<ul style="list-style-type: none"> <li>• Time to market (from concept to launch).</li> <li>• Uptime.</li> <li>• Help Desk requests (pre and post).</li> </ul>
	<p><b>Update:</b> This is nearing completion as the above software and database systems have been implemented and are in the remaining stages of data migration and working out various software issues (E-Scribe has been fully implemented and is operational).</p> <p><b>Completion: 70%.</b></p>		
25	Investigate implementing new technologies to improve client and resident experience: <ul style="list-style-type: none"> <li>• Provide clients with virtual service options such as live chat functions and virtual connections to health care and other service providers.</li> <li>• Develop a client portal for online applications and document submission, etc.</li> <li>• Provide public computers/ information kiosks at select locations for clients and the general public.</li> </ul>	Improve client and resident experiences; enhance service delivery and seamless access to services.	<ul style="list-style-type: none"> <li>• Client satisfaction rate.</li> <li>• Service channel utilization.</li> <li>• User engagement levels.</li> <li>• Number of unique clients, visitors.</li> </ul>

	<p><b>Update:</b> Several tech solutions in place to support this. Zoom phones to go live mid-August. Changing internet provider at satellite offices and for field staff. Have zoom soft phone solution. Supports available for program departments when they are ready to implement them.</p> <p><b>Completion: 50%.</b></p>		
26	Fully utilize SharePoint or investigate a new document management system.	Documents, information, and data are located in a secure, central location for ease of reference, retrieval, and merging files.	<ul style="list-style-type: none"> <li>• SharePoint site stats (usage, uploads, downloads, adoption, etc.)</li> <li>• Staff satisfaction.</li> </ul>
	<p><b>Update:</b> SharePoint will change significantly with Microsoft 365 implementation. Electronic document management/Escribe in the process of being adopted.</p> <p><b>Completion: 70%</b></p>		
27	Secure and protect computer systems and networks from cyber attacks that could result in the breach of information and data.	Corporate and client information and data are secure.	<ul style="list-style-type: none"> <li>• Number of cyber attacks received and prevented.</li> </ul>
	<p><b>Update:</b> Cyber security for the DNSSAB is now in place.</p> <p><b>Completion: 100%.</b></p>		
28	Explore opportunities to generate savings through NDHC energy retrofits or other upgrades.	A reduction in the total cost of building ownership.	<ul style="list-style-type: none"> <li>• Building performance.</li> <li>• Energy use minimization.</li> </ul>
	<p><b>Amendment and Update:</b> The above action has been amended by removing 'deep' from the energy retrofits and expanded to include 'other upgrades'. This project started in February 2022 with the authorization to proceed with a Deep Energy Retrofit (DER) plan. The plan was to include financing, program funding, and DER criteria and implications. However, there has been no project work or update since that time.</p> <p><b>Completion: 20%.</b></p>		



# GOAL: Maximize Human Service Impact

**Priority: Strengthen Partnerships, Collaboration, and Opportunities for Internal and External Service Integration.** *Implement strategies to combine/ share administrative and/or operational service activities to eliminate duplication and costs, better meet the needs of clients and residents, and improve their service experience and outcomes.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance /Indicators</b>
29	Formalize the sharing of information, service coordination and collaboration, and direct client referrals with select service providers.	Improved client outcomes through interagency collaboration to address service system gaps/ duplication.	<ul style="list-style-type: none"> <li>Increased coordination, collaboration, and service sharing to achieve a common goal.</li> <li>The service gaps and duplications that have been eliminated.</li> </ul>
	<p><b>Update:</b> This is being embedded as an ongoing process as OW referrals will have greater emphasis following the provincial employment transformation (see also, new action #35).  <b>Completion: 100%</b></p>		
30	Re-establish and enhance current relationships and/or build new ones to realize common goals and leverage resources and projects for specific priorities or joint planning and service delivery initiatives.	Increased community resources for a common purpose.	<ul style="list-style-type: none"> <li>Description of projects with partners where resources are combined for a common purpose or goal.</li> </ul>
	<p><b>Amendment and update:</b> The Area of Performance/ Indicators has been changed to a descriptive statement that is more meaningful and realistic, and not as complicated as previous indicators such as the Partnership Relationship/Strength Index.  Update: The DNSSAB analytics staff has been working closely with the Nipissing Parry Sound Data Collaborative and Social Determinants of Health Working Group on developing a public, community dashboard on local health and well-being indicators. The collaboration has involved the sharing and analysis of census data, data selection criteria and analysis, and data working sessions. In other areas senior staff are participating on the Ontario Health Team and other planning tables (e.g., mental health and addictions systems table). This collaborative</p>		

	<p>planning is seeing results such as the leveraging of resources for a common purpose. For example, through the OHT Collaborative Council, Nipissing Paramedic Services has received a shared mobile vehicle for use with the various community partners.</p> <p><b>Completion 50%.</b></p>		
31	<p>Examine ways to increase cross-team and department collaboration to encourage multi-functional teams and reduce internal silos.</p>	<p>Internal silos are reduced, and departments and staff share knowledge, resources, and a common purpose and goals.</p>	<ul style="list-style-type: none"> <li>• Inter-agency collaboration survey.</li> <li>• Network analysis indicators.</li> </ul>
	<p><b>Not started.</b></p> <p><b>Completion 0%.</b></p>		
32	<p>Seek opportunities to integrate Nipissing Paramedic Services with other DNSSAB departments and community home care and supports.</p>	<p>Client and resident needs are identified and addressed through paramedic connection with vulnerable populations and evolving community needs.</p>	<ul style="list-style-type: none"> <li>• Number of calls resulting in referrals to DNSSAB and community services and programs.</li> </ul>
	<p><b>Update:</b> Developing relationships with allied agencies that historically did not exist (PD and FD). Working with PHU and OH to embed Paramedic Services in the decision matrix for programs beyond 9-1-1 service delivery. More holistic approach. Internally, working with other departments to deaverage mutually beneficial programs such as building access, and client services. Additionally, the creation of new position - Deputy Chief of Community Health and Integration will continue to oversee the Community Paramedic (CP) Program and will add support from a healthcare perspective to all DNSSAB departments and focus on improving community collaboration. Funding was also received from Ontario Health for a permanent Health Care Systems Coordinator that will support community engagement and workflow management for the existing CP program.</p> <p><b>Completion: 50%.</b></p>		

**Priority: Enable Client Self-sufficiency and Decrease the Reliance on Social Assistance.** *Enable Ontario Works clients to move towards employment, education, income security, and independence and away from social assistance and dependency on the system.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
33	Stronger OW program alignment with life skills and literacy initiatives; ensure maximum client participation and community integration where possible.	Life stabilization clients without basic skills and education can find employment and financial independence.	<ul style="list-style-type: none"> <li>• Caseload exits.</li> <li>• Recidivism rates; reasons for return.</li> <li>• Job retention rate.</li> </ul>
	<p><b>Update:</b> OW has strong relationships and referral protocols with many community partners. Fostering positive relationships and developing new partnerships remains a key area of focus for OW. The Employment Service Transformation is commencing in Nipissing in March 2025. OW will be working collaboratively both with EO partners and the Service System Manager (College Boreal) to ensure effective and streamlined protocols are in place to facilitate the transition from employment to life stabilization services. OW has always delivered life stabilization services and has well established protocols to refer clients to external services with respect to life stabilization related activities as well as literacy initiatives. As this indicator is part of OW's regular business practices, it has been marked as complete and will be embedded in all service planning and delivery.</p> <p><b>Completion: 100%</b></p>		
34	Conduct a service delivery model review to transition the Ontario Works program into a program that is focused on life stabilization.	Improved client outcomes.	<ul style="list-style-type: none"> <li>• Decrease in Recidivism</li> <li>• Optimize Resources</li> <li>• Workforce Alignment</li> <li>• Increase in % of clients attaching to support services</li> </ul>
	<p><b>Amendment/New action item:</b> the current plan has 'implement Ontario Works social assistance transformation beginning in 2024' as the action item. This is being replaced with the above for stronger emphasis on the life stabilization component of the program and updated timeline for the transformation (2025).</p>		
35	Enhance referral tracking mechanisms to better support the new service delivery model through the Employment Services Transformation.	Effective and efficient tracking and monitoring of client activities to improve case planning and overall case management.	<ul style="list-style-type: none"> <li>• Data that can be leveraged to provide feedback to the province on the success/failure of the transition. Data that can assist with program planning.</li> </ul>

	<b>Amendment/New action item:</b> this reflects the increased role and importance of client referrals following social assistance transformation.		
36	Transition front line employment services to Employment Ontario through engagement and consultation with the Service System Manager.	Improved client outcomes.	<ul style="list-style-type: none"> <li>• Increase in outcomes to employment.</li> <li>• Increase in the number of referrals to Employment Ontario.</li> <li>• Decreased social assistance dependency</li> </ul>
	<b>Amendment/New action item:</b> This reflects the importance of staff transition for the implementation of OW employment transformation.		

- **Priority: The DNSSAB is well positioned and aligned for maximum performance heading into the future.** *Ensure the optimal use of DNSSAB resources and that the operating structure and processes are efficient, effective, and poised for high-quality service delivery.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
37	Conduct a DNSSAB organization review.	The DNSSAB's organization design, structure, and resources are aligned with the Board's responsibilities, legislated mandates, and delivery of core services.	<ul style="list-style-type: none"> <li>• A report with key findings, conclusions, and recommendations that meet the stated objectives.</li> </ul>
	<p><b>Amendment/ New priority and outcome:</b> In the current plan the organization review is considered an outcome for the OW action to implement social assistance transformation. For better clarity and alignment to the corporate goal, the updated plan includes a new priority for future organizational performance and the organization review is the main action item. The new priority also accommodates any future work in this area - for example, follow-up or the implementation of recommendations from the organization review. Staff are currently evaluating the organization review RFP submissions and the estimated date for project completion is the spring, 2025.</p> <p><b>Completion: 20%</b></p>		

**Priority: Increase Equitable Access to Quality Early Learning and Child Care.** Remove barriers such as access, affordability, staff availability, and geographic location to ensure all families have equitable access to child care and fee subsidies.

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
38	Assess financial supports available to service providers to ensure affordable and sustainable licensed child care options are available to families across the district.	Quality early learning and child care is affordable for all families.	<ul style="list-style-type: none"> <li>Child care affordability measures (e.g. percentage/ share of family income or wage spent on child care).</li> </ul>
	<p><b>Update:</b> The ministry has since established guidelines around the funding that can be used toward workforce compensation which the DNSSAB has little influence over. Achieving the desired outcome of child care affordability - for example, under the CWELCC program - will require monitoring affordability and the benefits to families and children. The current project completion rate corresponds to the CWELCC target, which is <i>an average child care cost of \$10/day for children ages 0-5 in Nipissing District by 2026.</i></p> <p><b>Completion: 50%</b></p>		
39	Implement a strategy to support rural and underserved communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).	Families living in rural and under-served communities have access to quality early learning and child care.	<ul style="list-style-type: none"> <li>Increased rural child care participation rate.</li> <li>Increased population share of children ages 0-12.</li> <li>Increased access to licensed childcare in underserved areas.</li> </ul>
	<p><b>Update:</b> EarlyON Mobile Unit is fully operational and addressing gaps by offering mobile services in underserved communities within the district (the 2023 annual report related to EarlyON Child and Family Centres provides data related to the delivery of these services). DNSSAB received a mandate from the Ministry of Education to expand the CWELCC System by 182 spaces in school and community-based locations between 2022 to 2026. A Directed Growth Plan for this space expansion is now in place, which includes targeted expansion in underserved and rural areas.</p> <p><b>Completion: 50%</b></p>		

## GOAL: Seamless Access

**Priority: Improve Service Access in Nipissing District.** *Assess the present service network for DNSSAB clients and residents regarding linkage and equitable access to the services, benefits, and resources they need.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
40	Undertake a feasibility study to establish a Homelessness Hub that is open during the day, seven days a week, 365 days/yr.	Determine whether the project is operationally and financially viable and would be successful.	<ul style="list-style-type: none"> <li>• Decision on Hub</li> <li>• Utilization rate</li> <li>• Number of hub visitors rostered into Coordinated Access and the By Name List.</li> </ul>
	<p><b>Update:</b> A homeless hub feasibility study was completed in April 2024.  <b>Completion: 100%</b></p>		
41	Determine client/resident/ tenant needs through input and feedback from these groups to inform planning and service delivery /access.	The DNSSAB's clients, residents and tenants can access all programs and services to meet their needs.	<ul style="list-style-type: none"> <li>• Service usage.</li> <li>• Service / program satisfaction score.</li> <li>• Gap analysis.</li> </ul>
	<p><b>Update:</b> A draft client survey design and framework was started but the project has subsequently been put on hold. This project will need to be a resource and budget-item discussion as the intention is to use a random sample design and have a professional survey firm (RFP) conduct /implement the survey. While Children's Services currently administers parent/caregiver surveys, it needs to be determined if this survey design and feedback aligns with the purpose of the corporate-level client surveys.  <b>Completion: 10%</b></p>		
42	Identify and explore opportunities for co-location of services as part of establishing wrap-around services for clients.	Clients are receiving all the services and supports they require through a central access point.	<ul style="list-style-type: none"> <li>• Wraparound model assessment/ program evaluation.</li> <li>• Recidivism rates.</li> </ul>
	<p><b>Update:</b> As the work around this project will be ongoing it has been embedded within the OW service delivery model and is considered complete. Recent examples include co-location at NDHC's Edgewater and Northern Pines along with ACTT and other health services. Future opportunity includes co-locating staff with other core service providers such as the Crisis Centre, Gathering Place, the new homeless hub, and various Employment Ontario service locations (post system transformation).  <b>Completion: 100%</b></p>		

43	Investigate opportunities to provide outreach services to clients and meet them in their own space/ 'where they are at'; increase opportunity for in-person service access.	Increase contact with clients in their environment and improve the continuum of service delivery and care.	<ul style="list-style-type: none"> <li>• Outreach penetration rate.</li> <li>• Outreach outcome rate.</li> </ul>
	<p><b>Update:</b> This action item is closely related to the one above and will also be embedded in all service planning and delivery going forward. Currently, OW actively participates on the Gateway Hub planning table and attends outreach service calls with other Gateway service providers. Other outreach locations, such as those mentioned above for co-location, will also become active.</p> <p><b>Completion: 100%</b></p>		
44	Identify and remove any gaps in service delivery, including the reliance on technology which may present a barrier to accessing services.	Individuals and families have equitable access to DNSSAB's programs, supports, and services across Nipissing District.	<ul style="list-style-type: none"> <li>• Client satisfaction surveys for services offered.</li> </ul>
	<p><b>Update:</b> This item will become a guiding principle (for example, when reviewing or creating new service delivery channels) or embedded in corporate client service policy. As an example to follow where applicable, Children's Services clients have the option to call in or do an application on paper.</p> <p><b>Completion: 100%</b></p>		

**Priority: Increase Service Impact.** *Taking an evidence-based and client-centred approach, improve service planning and delivery to meet client needs and expectations.*

	<b>Action</b>	<b>Outcome</b>	<b>Area of Performance/ Indicator</b>
45	Streamline processes to reduce both internal and external administrative burden by automating reporting requirements, increasing efficiency, and maintaining conformance and accountabilities (i.e. database: reporting requirements, funding applications, funding allocations, etc.).	Reporting requirements are streamlined, efficient, and can be easily accessed and completed.	<ul style="list-style-type: none"> <li>• Process improvement metrics (efficiency, effectiveness, etc.).</li> </ul>
	<p><b>Update:</b> The administrative process for Board / Committee reports has been automated for nearly a year. The use of Escribe has allowed for report writers to submit reports with an embedded approval process, ensuring more accuracy and completeness of reports, as well as one storage site for past reports that can be accessed by those with permissions. Board members can access meeting packages electronically through notification that is automatically generated, and public agendas and packages are easily accessible on the DNSSAB website for</p>		

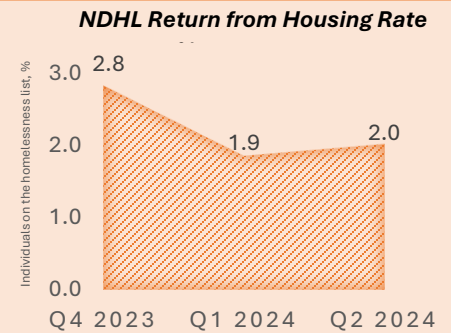
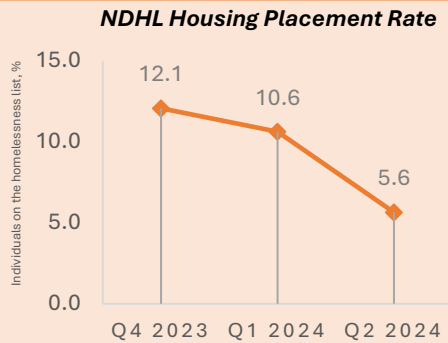
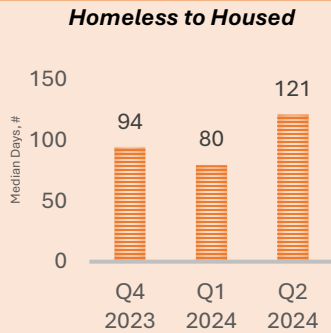
	<p>media and interested members of the community. The SharePoint update is increasing efficiency and streamlining internal data management. Further work in this project area will involve continuing to streamline and automate processes to become more efficient in areas such as reporting and information and data management.</p> <p><b>Completion: 40%.</b></p>	
46	<p>Improve data-driven approach and analytics consistency across all departments, to enhance service system planning, program delivery, and improve outcome measurements.</p>	<p>Advanced data collection and analysis in all departments that supports evidence-based decision-making.</p> <ul style="list-style-type: none"> <li>• Data consumption/ utilization (data sets, dashboards, etc.).</li> <li>• Decision-makers/ end-user satisfaction with the data and analysis.</li> </ul>
	<p><b>Update:</b> The DNSSAB Public Data Portal is going live in September. 2024. The portal will help to disseminate public information and knowledge relevant to the Board’s policy and program areas, and increase accountability and transparency.</p> <p>Key Performance Indicators (KPIs) for the strategic plan are being developed and the system design and data collection process has started. The indicator data will be collected from the various departments/program areas and located in a central data repository in SharePoint. Work continues in automating the process so that the indicator dashboards and reports will automatically update when new data is added.</p> <p>Advanced analytics in HIFIS and Tableau has included significant data pre-processing, cleaning, transformation, data exploration and visualization, and calculations. This has resulted in better quality and understanding of the data, and is supporting the various homelessness reporting requirements by the provincial and federal governments. The HIFIS database can now support data analysis that includes descriptive and inferential statistics, and drawing insights to improve xx around the homeless population.</p> <p>Arcori -on both the social housing management and waitlist side – needs to be the next main area of analytic focus, starting with learning and understanding the underlying database structure and accessing the raw data. Progress has been slow due to delays with the Arcori system (on both the operational and data side) and not having a data dictionary or schema to work with.</p> <p><b>Completion: 50%</b></p>	
47	<p>Prioritize the policy agenda, and advocate with governments and other bodies to promote and increase awareness of the local, northern and provincial needs concerning housing and homelessness, employment and social assistance, early years and child care, and emergency medical services.</p>	<p>Represent resident’s interests, influence policy development, and ensure program sustainability and success.</p> <ul style="list-style-type: none"> <li>• Additional funding secured.</li> <li>• Number of advocacy activities.</li> <li>• Successful policy/ program change (legislation, bills passed, etc.).</li> </ul>
	<p><b>Update:</b> Since taking office in January 2023 the Board has participated in numerous advocacy activities with all levels of government. The advocacy has spanned all DNSSAB program areas, and through various channels and groups including NOSDA and AMO. At the time of this report an advocacy indicator -such as a summary of the Board’s advocacy activity and the impact or outcome - has not been developed. This</p>	



	<p>should be in place for the next update so staff and the Board can determine the ROA (Return on Advocacy) and the extent to which advocacy is making a difference or having a service impact.</p> <p><b>Completion: 50%</b></p>		
48	<p>Establish program sustainability for the Nipissing Community Paramedicine (CP) program across the district.</p>	<p>Nipissing residents and communities receive permanent community paramedicine services and care.</p>	<ul style="list-style-type: none"> <li>• CP program costs; return.</li> <li>• Number of CP calls; 911 deferrals; home visits; referrals to service providers.</li> </ul>
	<p><b>Update:</b> Nipissing Paramedic Services is still awaiting confirmation of on-going funding for the <i>Community Paramedicine for Long-Term Care Program</i> (CPLTC). Currently this program is guaranteed until 2026. However, the general Community Paramedicine Ontario Health funding is now sustainable funding. In view of the above, the CP program is considered to have achieved sustainability to the end of the Board's term in 2026.</p> <p><b>Completion: 100%</b></p>		

## Remove Systemic Barriers

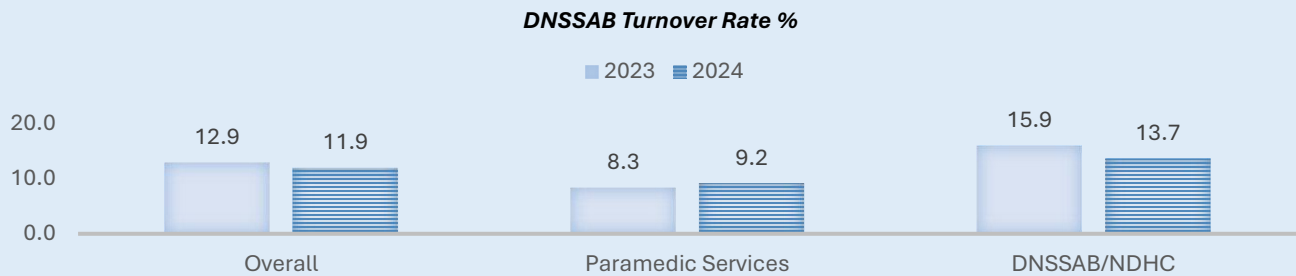
**House Those in Need and Facilitate the Development of Affordable Housing as a Built for Zero Community**



Indicator	2022	2023	Change
<b>New Affordable Housing Units, #</b>	0	44	↑
<b>New Rent Subsidies, #</b>	15	20	↑
<b>Housing Waiting List Placement Rate, %</b>	19.3	15.9	↓

## Continuous Improvement - Learning and Growth

**Become an Employer of Choice**



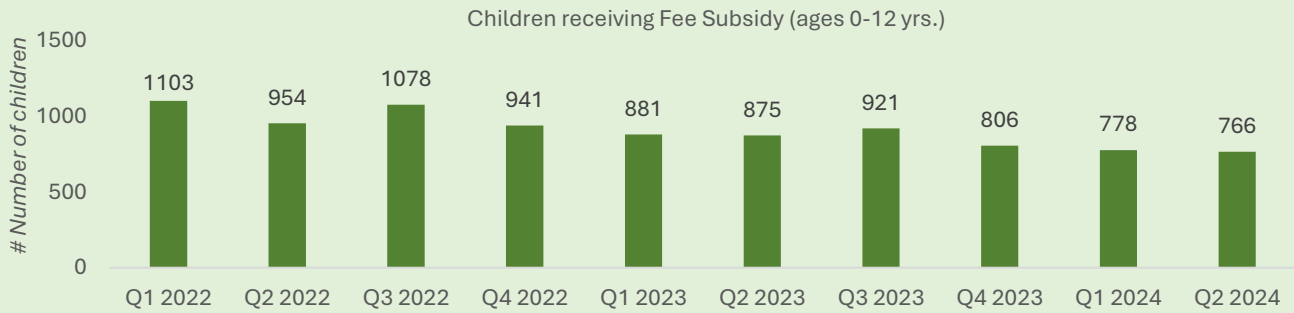
Indicator	Q1 2023	Q4 2023	Change
<b>Childcare Staff Vacancy Rate %</b>	31.2	26.3	↓

Indicator (DNSSAB)	2023	2024(YTD)	Change
<b>Job Promotion Rate, %</b>	28.2	30.1	↑
<b>Continuing Education Participation Rate, %</b>	6.7	N/A	N/A

# Maximize Human Service Impact

## Increase Equitable Access to Quality Early Learning and Child Care

### Childcare Affordability



Indicator	2022	2023	Change
Average Subsidy Access Ratio, %	9.5	8.1	↓

### Definitions: -

**Nipissing District Homelessness List (NDHL):** All individuals experiencing homelessness in Nipissing District as tracked in the Homeless Individuals and Families Information System (HIFIS).

**Coordinated Access Nipissing (CAN) Priority List:** All Individuals experiencing homelessness who have given consent to share information between CAN Partner Agencies to be prioritized for housing and support resources.

**Homeless to Housed:** The number of days individuals spend on the Nipissing District Homelessness List (NDHL) before being housed, calculated as the median number of days.

**NDHL Housing Placement Rate:** The percentage of individuals on the NDHL who were housed, calculated by dividing the number of clients housed by the number of clients actively homeless on the NDHL and multiplying by 100.

**NDHL Return from Housing Rate:** The percentage of clients who returned to the NDHL after being housed, calculated by dividing the number of clients who returned to the NDHL by the number of clients actively homeless on the NDHL and multiplying by 100.

**New Affordable Housing Units:** The number of new affordable housing units created during the reporting period.

**New Rent Subsidies:** The number of new rent subsidies provided during the reporting period.

**Housing Waiting List Placement Rate:** The percentage of individuals on the social housing waitlist who were housed, calculated by dividing the number of housed individuals by the total number on the waitlist and multiplying by 100.

**Job Promotion Rate:** This is an organization advancement that can happen through a job posting, vacancy, or department restructuring. It is calculated by dividing the number of promotions by the total number of employees and multiplying by 100.

**DNSSAB Turnover Rate:** The percentage of employees who left the organization during the reporting period, calculated by dividing the number of employees exits by the average number of employees and multiplying by 100.

**Continuing Education Participation Rate:** The percentage of employees participating in continuing education, calculated by dividing the number of participants by the total number of employees and multiplying by 100.

**Childcare Affordability:** The number of children aged 0-12 years receiving a fee subsidy.

**Average Subsidy Access Ratio:** The percentage of children aged 0-12 years receiving the subsidy during the reporting period, calculated by dividing the number of children receiving the subsidy by the total population ages 0-12 years in Nipissing District and multiplying by 100.

 <b>Remove Systemic Barriers</b>	 <b>Continuous Improvement-Learning &amp; Growth</b>	 <b>Maximize Human Service Impact</b>	 <b>Seamless Access</b>
<p><i>House Those in Need &amp; Facilitate the Development of Affordable Housing as a Built for Zero Community</i></p> <ul style="list-style-type: none"> <li>✓ <b>Stabilize Northern Pines and related homelessness services and coordination across the district.</b> <ul style="list-style-type: none"> <li>Explore joint planning initiatives, municipal-owned land, and other opportunities for the construction of affordable housing across the district, with emphasis on rural and outlying areas.</li> <li>Explore opportunities to utilize available land through the Nipissing District Housing Corporation to create additional affordable and subsidized housing.</li> <li>Investigate ways to get NDHC's social housing units with the highest need, attached to housing and clinical mental health supports or designated as supported living</li> <li>Identify housing development projects and prepare business cases in advance to respond quickly to funding opportunities, applications, and provincial infrastructure investments.</li> </ul> </li> </ul>	<p><i>Strengthen Communications, Understanding &amp; Public Relations</i></p> <ul style="list-style-type: none"> <li>✓ <b>Develop DNSSAB indigenous land acknowledgment statement.</b> <ul style="list-style-type: none"> <li>Develop a corporate communications plan that aligns with the corporate goals.</li> </ul> </li> <li>✓ <b>Implement strategies to engage early years and child care professionals by creating an online community of practice.</b> <ul style="list-style-type: none"> <li>Run a communications campaign to position Nipissing Paramedic Services and paramedics as an integral part of the community.</li> </ul> </li> </ul> <p><i>Become an Employer of Choice</i></p> <ul style="list-style-type: none"> <li>✓ <b>Seek opportunities for staff to participate in career and skill development.</b> <ul style="list-style-type: none"> <li>Develop a recruitment, retention, and succession strategy.</li> <li>Ensure that work processes are well documented and accessible to assist with succession planning.</li> <li>Attract, retain and increase the number of Registered Early Childhood Educators and professionals working in the sector.</li> <li>Investigate the pros and cons of employing NDHC housing maintenance contractors directly versus the current practice of hiring them externally.</li> <li>Measure DNSSAB's workplace environment and culture to evaluate the current level.</li> </ul> </li> </ul>	<p><i>Strengthen Partnerships, Collaboration, &amp; Opportunities for Internal &amp; External Service Integration</i></p> <ul style="list-style-type: none"> <li>✓ <b>Formalize the sharing of information, service coordination and collaboration, and direct client referrals with select service providers.</b> <ul style="list-style-type: none"> <li>Re-establish and enhance current relationships and/or build new ones to realize common goals and leverage resources and projects for specific priorities or joint planning and service delivery initiatives.</li> <li>Examine ways to increase cross-team and department collaboration to encourage multi-functional teams and reduce internal silos.</li> <li>Seek opportunities to integrate Nipissing Paramedic Services with other DNSSAB departments and community home care and supports.</li> </ul> </li> </ul> <p><i>Enable Client Self-sufficiency &amp; Decrease Reliance on Social Assistance</i></p> <ul style="list-style-type: none"> <li>✓ <b>Stronger OW program alignment with life skills and literacy initiatives; ensure maximum client participation and community integration where possible.</b> <ul style="list-style-type: none"> <li>Conduct a service delivery model review to transition the Ontario Works program into a program that is focused on life stabilization.</li> <li>Enhance referral tracking mechanisms to better support the new service delivery model through the Employment Services Transformation.</li> <li>Transition front line employment services to Employment Ontario through engagement and consultation with the Service System Manager.</li> </ul> </li> </ul>	<p><i>Improve Service Access in Nipissing District</i></p> <ul style="list-style-type: none"> <li>✓ <b>Undertake a feasibility study to establish a Homelessness Hub that is open during the day, seven days a week, 365 days/yr.</b> <ul style="list-style-type: none"> <li>Determine client/resident/ tenant needs through input and feedback from these groups to inform planning and service delivery /access.</li> </ul> </li> <li>✓ <b>Identify and explore opportunities for co-location of services as part of establishing wrap-around services for clients.</b></li> <li>✓ <b>Investigate opportunities to provide outreach services to clients and meet them in their own space/ 'where they are at'; increase opportunity for in-person service access.</b></li> <li>✓ <b>Identify and remove any gaps in service delivery, including the reliance on technology which may present a barrier to accessing services.</b></li> </ul>
<p><b>MISSION</b> Support accessible human services in Nipissing District</p> <p><b>VISION</b> Healthy, Sustainable Communities</p> <p><b>VALUES</b> Putting People First, Pro-Active, Collaboration, Inclusion &amp; Diversity</p> <ul style="list-style-type: none"> <li>✓ <b>Ensure the By-Name List of homeless individuals is tied to a group of community service providers who will find coordinated solutions to rapidly rehouse and provide wrap-around supports to individuals identified.</b> <ul style="list-style-type: none"> <li>Implement a Coordinated Access system for homelessness and ancillary services.</li> </ul> </li> </ul>	<p><i>Encourage Organizational Development &amp; Growth</i></p> <ul style="list-style-type: none"> <li>✓ <b>Conduct service network training and education.</b> <ul style="list-style-type: none"> <li>Develop a type of cross-department familiarization program.</li> <li>Increase team-building activities within and across departments.</li> </ul> </li> <li>✓ <b>Ensure that staff have sufficient time allotted to attend training and professional development events and activities.</b></li> </ul> <p><i>Develop Advanced Technology Solutions</i></p> <ul style="list-style-type: none"> <li>✓ <b>Achieve an organization-wide commitment to technology.</b> <ul style="list-style-type: none"> <li>Prioritize and implement new software and databases and/or upgrade legacy systems (housing management/ waitlist system, E-scribe).</li> <li>Investigate new technologies to improve client experience.</li> <li>Fully utilize SharePoint or investigate a new document management system.</li> </ul> </li> <li>✓ <b>Secure and protect computer systems/ networks from cyber attacks.</b> <ul style="list-style-type: none"> <li>Explore opportunities to generate savings through NDHC energy retrofits or other upgrades.</li> </ul> </li> </ul>	<p><i>Ensure the DNSSAB is Well Positioned &amp; Aligned for Maximum Performance Heading into the Future</i></p> <ul style="list-style-type: none"> <li>✓ <b>Conduct an organization review.</b></li> </ul> <p><i>Increase Equitable Access to Quality Early Learning &amp; Child Care.</i></p> <ul style="list-style-type: none"> <li>✓ <b>Implement a strategy to support rural and underserved communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).</b></li> <li>✓ <b>Assess financial supports available to service providers to ensure affordable and sustainable licensed child care options are available to families across the district.</b></li> </ul>	<p><i>Increase Service Impact</i></p> <ul style="list-style-type: none"> <li>✓ <b>Streamline processes to reduce both internal and external administrative burden by automating reporting requirements, increasing efficiency, and maintaining conformance and accountabilities.</b></li> <li>✓ <b>Improve data-driven approach and analytics consistency across all departments, to enhance service system planning, program delivery, and improve outcome measurements.</b></li> <li>✓ <b>Prioritize the policy agenda, and advocate with governments and other bodies to promote and increase awareness of the local, northern and provincial needs concerning housing and homelessness, employment and social assistance, early years and child care, and emergency medical services.</b></li> <li>✓ <b>Establish program sustainability for the Nipissing Community Paramedicine (CP) program across the district.</b></li> </ul>

## BOARD REPORT #CORP-2024-027

FOR INFORMATION                      or                       FOR APPROVAL

**Date:** September 25, 2024

**Purpose:** Appointment of Auditors for 2024

**Department Head:** Justin Avery, Director of Finance & Administration

**Approver:** Melanie Shaye, Chief Administrative Officer

### RECOMMENDATION

That the District of Nipissing Social Services Administration Board (DNSSAB) appoint the firm BDO Canada LLP (BDO) as its auditor for the year ending December 31, 2024.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

Maximize Impact                       Remove Barriers                       Seamless Access                       Learn & Grow

In addition to being a mandatory ministry requirement, audited financial statements provide assurance to the Board, the public, and other stakeholders that DNSSAB presents an accurate view of its financial performance and position.

### BACKGROUND

- Pursuant to the DNSSAB Procedural By-Law Number 1, section 14.1, on an annual basis the Board will appoint an auditor to audit the accounts of the Corporation.
- Per various funding ministry requirements, the DNSSAB is required to provide annual audited financial statements.
- The DNSSAB issued a request for proposal (RFP) 2024-34 for external audit services in July 2024.
- BDO was selected as the successful proponent from the RFP process.
- RFP 2024-34 is for a three-year term covering the years 2024 through 2026 with DNSSAB options to extend for 2027 and 2028.

## **FINANCIAL AND RISK CONSIDERATIONS**

Although RFP 2024-34 was released on Bids and Tenders as well as sent directly to five auditing firms, BDO was the only auditing firm to submit a proposal. Staff performed due diligence by contacting other auditing firms to determine why they did not respond to RFP 2024-34 and the comments were that they did not have the current capacity to take on this work. Staff also reached out to other DSSABs and other auditing firm contacts to corroborate this and it was confirmed that it is currently a common occurrence for auditing services RFPs to receive limited responses and, in some cases, no responses. Significant price increases were also noted as being common.

BDO's submitted pricing for the year ending December 31, 2024, sees an increase of 33.75% from 2023 with a 3% annual increase for the subsequent years of the term. Although this is a significant increase, DNSSAB's audit fees were fixed for the years 2018 through 2022 while 2023 saw a 10% increase. Given the feedback noted above from other DSSABs and auditing firm contacts, this increase is expected with the current audit market.

## **OPTIONS AND/OR RECOMMENDATIONS**

It is recommended that the Board appoint BDO as DNSSAB's external auditor for the year ending December 31, 2024.

## **NEXT STEPS**

Upon Board approval, staff will engage BDO to complete a contract for the auditing services for the year ending December 31, 2024.

## **RESOURCES CITED**

N/A

## **AUTHOR**

Justin Avery, Director of Finance & Administration