

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

REGULAR BOARD MEETING OF
Wednesday, February 26, 2020 - 3:00 PM
DNSSAB Guillemette Ranking Boardroom, North Bay

MISSION STATEMENT

Proactively enabling inclusive, healthy, and prosperous communities within the District of Nipissing through a focus on prevention, innovation, and accessible quality human services.

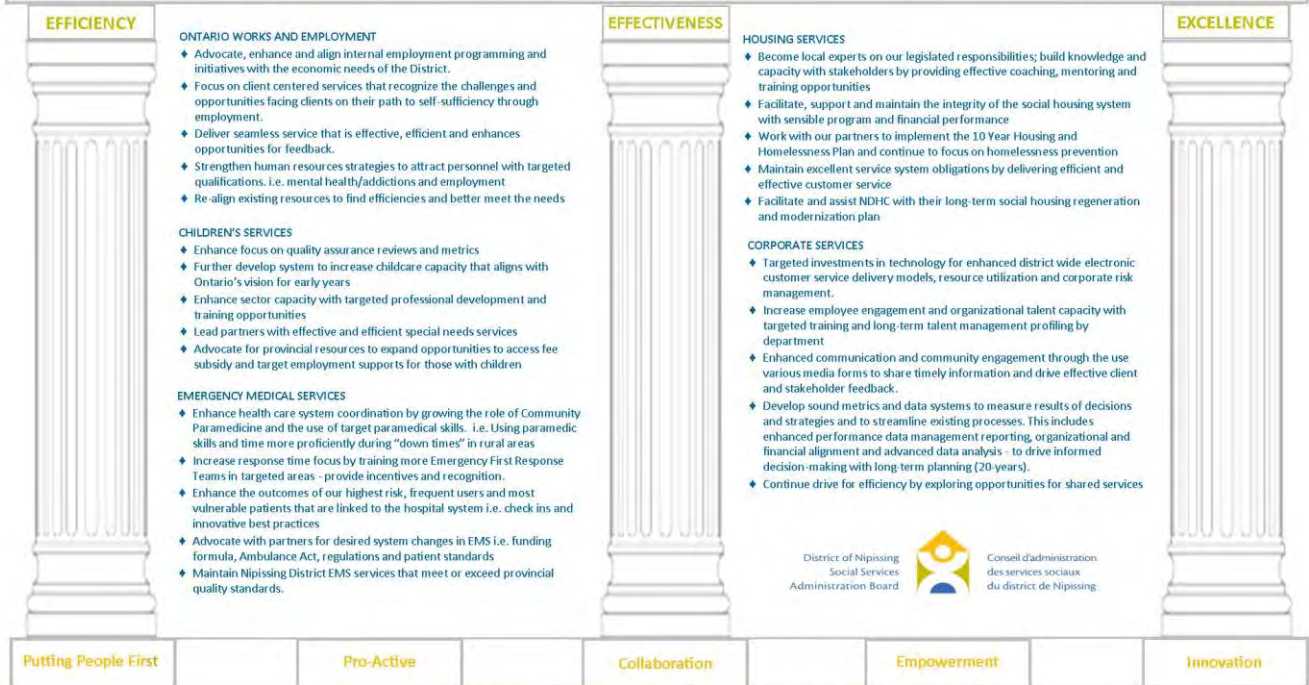
VISION 2019

Healthy Communities Without Poverty

STRATEGIC PLAN 2020

OUR VISION: Healthy communities without poverty

OUR MISSION: Proactively enabling inclusive, healthy and prosperous communities within the District of Nipissing through a focus on prevention, innovation and accessible human services



FIVE CORE VALUES MAKE UP OUR FOUNDATION AND ARE APPLIED TO EVERYTHING WE DO



Resolution No. 2020-23

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of February 26, 2020 at ____PM.

CARRIED _____
MARK KING
CHAIRPERSON

CARRIED _____
CATHERINE MATHESON
SECRETARY



Resolution No. 2020-24

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the Board of Directors accepts the Agenda as presented.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY



BOARD OF DIRECTORS MEETING AGENDA

Healthy communities without poverty.

A G E N D A

Date: Wednesday, February 26, 2020

Time: 3:00 PM

Location: Guillemette Rankin Boardroom, 3rd Flr, DNSSAB, North Bay

Teleconference # 1-855-392-2520 Access Code 5264722

Item	Topic
1.0	Call to Order 1.1 Roll Call MOTION: #2020-23 <i>Resolved THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of February 26, 2020 at ____PM.</i> 1.2 Review Board Agenda MOTION: #2020-24 <i>Resolved THAT the Board of Directors accepts the Agenda as presented.</i>
2.0	Declaration of Conflict of Interest
3.0	Chair's Remarks
4.0	Minutes of Proceedings MOTION: #2020-25 <i>Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board Meeting of January 29, 2020.</i>

Item	Topic
5.0	<p>Presentations</p> <p>(no presentations scheduled at this time)</p>
6.0	<p>CAO Report</p> <p>MOTION: #2020-26 <i>Resolved THAT the Board accepts the February 26, 2020 verbal Report from the Chief Administrative Officer.</i></p>
7.0	<p>Consent Agenda – (Items may change for the final agenda)</p> <p>MOTION: #2020-27 <i>Resolved THAT the Board of Directors approves the Consent Agenda of February 26, 2020 which includes the following:</i></p> <p>(Consent Agenda Items)</p> <p>7.1 Executive Audit Committee Minutes – February 12, 2020 7.2 Social Services and Employment Committee Minutes – February 12, 2020 7.3 Children’s Services and EMS Committee Minutes – February 12, 2020 7.4 Housing Services Minutes – February 12, 2020 7.5 Correspondence/Notices 7.5.1 Feb. 6 Letter from South Algonquin RE Resolution 7.5.2 Feb. 11 Letter from Mattawa RE Resolution 7.5.3 Feb. 11 Letter from Minister Clark to CAO RE Roma Delegation 7.5.4 Feb. 19 Letter from Minister Clark to Chair RE Roma Delegation</p>
8.0	<p>Reports</p>
	<p>8.1 MOTION: #2020-28 Committee Restructuring EX03-20</p> <p><i>THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approval, as presented in report EX03-20.</i></p>
	<p>8.2 MOTION: #2020-29 Strategic Planning EX04-20</p> <p><i>Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;</i></p> <p><i>Whereas the Board’s current Strategic Plan 2020 is up for renewal;</i></p> <p><i>Whereas the timing for strategic planning is good as the Board is early in its term;</i></p> <p><i>Be It Resolved that the Board start the strategic planning process with general committee discussion and approval of the proposed planning framework and process presented in report EX04-20.</i></p>

Item	Topic
	<p>8.6 MOTION #2020-30 Move in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) moves in camera at _____.</p>
	<p>8.7 MOTION # 2020-31 Adjourn in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) adjourns in-camera at _____.</p>
	<p>8.8 MOTION #2020-32 Approve in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) approves the action/direction resulting from the in-camera discussion.</p>
9.0	<p>New Business</p>
10.0	<p>Next Meeting Date</p> <p>Wednesday, March 25 at 3:00 PM DNSSAB Boardroom</p>
11.0	<p>Adjournment</p> <p>MOTION: #2020-33 Resolved That the Board meeting be adjourned at p.m.</p>



Resolution No. 2020-25

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the Board adopts the minutes of the proceedings of the Regular Board Meeting of January 29, 2019.

CARRIED _____
MARK KING
CHAIRPERSON

CARRIED _____
CATHERINE MATHESON
SECRETARY



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING – WEDNESDAY JANUARY 29, 2020 3:00 PM –GOLDEN AGE CLUB, 135 WORTHINGTON STREET, NORTH BAY

MEMBERS PRESENT:

Councillor Mac Bain – Vice Chair (North Bay)
Mayor Dean Backer (East Nipissing)
Councillor Terry Kelly (East Ferris)
Councillor Mark King - Chair (North Bay)
Councillor Chris Mayne (North Bay)
Councillor Dave Mendicino (North Bay)
Mayor Dan O'Mara (Temagami) via teleconference
Councillor Dan Roveda (West Nipissing)
Councillor Scott Robertson (North Bay)
Representative Amanda Smith (Unincorporated)
Councillor Bill Vrebosch (North Bay)

REGRETS:

Mayor Jane Dumas (South Algonquin)

STAFF ATTENDANCE:

Melanie Shaye, Director of Corporate Services
Marianne Zadra, Executive Coordinator and Communications
Justin Avery, Manager of Finance
Stacey Cyopeck, Manager, Housing Programs
Lynn Demore-Pitre, Director, Children's Services
Michelle Glabb, Director, Social Services and Employment
Aimie Caruso, Manager Employment and Client Outcomes
Dave Plumstead, Manager Planning, Outcomes & Analytics. EMS Liaison

Guests

Jennifer Hamilton-McCharles – North Bay Nugget

CALL TO ORDER

The Regular Board Meeting was called to order at 3:02 PM by Chair Mark King.

**Adoption of the Roll Call
Resolution No. 2020-01**

Moved by: Councillor Terry Kelly
Seconded by: Councillor Bill Vrebosch

That the Board of Directors accepts the Roll Call as read for the Regular Board meeting of January 29, 2020.

Motion carried.

**Adoption of the Agenda
Resolution No. 2020-02**

Moved by: Mayor Dean Backer
Seconded by: Councillor Dan Roveda

That the Board accepts the agenda for the Regular Board meeting of January 29, 2020.

Motion carried.

DECLARATION OF CONFLICTS OF INTEREST

No conflicts were declared.

Election of DNSSAB Chair and Vice Chair

Resolution No. 2020-03

Resolved THAT the nominations for the DNSSAB Chairperson for the term of January 1, 2020 – January 2021 (the first Board meeting of the year) be open.

Moved by: Councillor Dave Mendicino
Seconded by: Mayor Dean Backer

The recording secretary called for nominations. Both Mark King and Mac Bain were nominated for the position of Chair, and both accepted the nomination.

Carried.

Resolution No. 2020-04

Resolved THAT the nominations for the DNSSAB Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year), 2020 be closed.

Moved by: Representative Amanda Smith
Seconded by: Councillor Bill Vrebosch

Carried.

Ballots were handed out and collected. The final tally, verified by the CAO, showed Mark King had seven votes and Mac Bain had five. Dan O'Mara voted live by email and Jane Dumas voted earlier by email.

Resolution No. 2020-05

Resolved THAT the DNSSAB Chairperson Elect Mark King be appointed for the term of January 1, 2020 – January 2021 (the first Board meeting of the year) and;
THAT the DNSSAB Chairperson Elect be the Chair of the Executive Audit Committee; and

THAT the remainder of the board meeting shall be chaired by the Chair Elect.

Moved by: Councillor Scott Robertson
Seconded by: Councillor Chris Mayne

Carried.

Resolution No. 2020-06

Resolved THAT the nominations for the DNSSAB Vice-Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year) be open.

Moved by: Councillor Dan Roveda
Seconded by: Councillor Terry Kelly

MacBain, Dan Roveda and Chris Mayne were all nominated for the position of Vice-Chair. Mac Bain declined the nomination while Dan Roveda and Chris Mayne accepted.

Carried.

Resolution NO. 2020-07

Resolved THAT the nominations for the DNSSAB Vice-Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year) be closed.

Moved by: Councillor Dave Mendicino

Seconded by: Councillor Bill Vrebosch

Carried.

Ballots were handed out and collected by the Recording Secretary and the final tally, verified by the CAO, was six votes for Dan Roveda and five votes for Chris Mayne. Councillor Dan O'Mara voted live by email. Jane Dumas did not submit a vote for Vice Chair.

Resolution No. 2020-08

Resolved THAT the DNSSAB Vice-Chairperson Elect Dan Roveda be appointed for the term of January 1, 2020 – January 2021 (the first Board meeting of the year); and

THAT the DNSSAB Vice-Chairperson Elect be the Vice-Chair of the Executive Audit Committee.

Moved by: Councillor Terry Kelly

Seconded by: Councillor Bill Vrebosch

Carried.

CHAIR'S REMARKS

The Chair thanked everyone for their attendance and for their support in his Chairmanship. He noted the venue today was to show the earlier bed bug problem at the residential level of the building had not reached the Golden Age Club on the main floor, where many seniors attend for various activities.

He looks forward to the opportunity to tour member municipalities with the new CAO. He spoke about the relationships the new CAO is forging with community partners and member municipalities and how openness in communication is important in doing the Board's work. He noted there will be changes coming forward, including the structure of committee meetings, and thanked staff for their hard work over the past seven months during the CAO search.

The Chair noted he was very impressed with the new CAO's performance at ROMA and outlined what was accomplished there, and that he looks forward to some positive results from the delegation meetings.

Appointment of CAO

Resolution No. 2020-09

Moved by: Councillor Mac Bain

Seconded by: Representative Amanda Smith

BE IT RESOLVED THAT Catherine Matheson be appointed to the Board as Chief Administrative Officer of the District of Nipissing Social Services Administration Board effective January 6, 2020 pursuant to the District of Nipissing Social Services Administration Board Procedural By Law 2019-01, Section 10.1;

BE IT FURTHER RESOLVED THAT Catherine Matheson be appointed as Administrator under Section 4(3) of the DSSAB Act, effective January 6, 2020; **AND**

BE IT FURTHER RESOLVED THAT we hereby request approval from the Minister of Children, Community and Social Services (MCCSS) for this appointment.

Carried.

Resolution No. 2020-10 Appoint Secretary to the Board

Moved by: Mayor Dean Backer

Seconded by: Councillor Terry Kelly

BE IT RESOLVED THAT Catherine Matheson be appointed Secretary to the Board, per Procedural By-Law 2019-01, Section B-10.5.3, effective January 6, 2020.

Carried.

Resolution No. 2020-11 Signing Authority

Moved by: Councillor Scott Robertson

Seconded by: Councillor Bill Vrebosch

WHEREAS the Board of Directors approved the appointment of Catherine Matheson as Chief Administrative Officer, (Resolution No. 2020-09) and;

WHEREAS in accordance with best practices established by the DNSSAB, where signing authority includes the signatures of both the Chief Administrative Officer and the Chair, or their designates;

BE IT RESOLVED that the Chair Mark King, or Vice Chair Dan Roveda, in the absence of the

Chair, and Chief Administrative Officer Catherine Matheson, or her delegate Melanie Shaye, Director of Corporate Services, in the absence of Catherine Matheson, be signing officers of the Corporation.

Carried.

Review of Minutes
Resolution No. 2020-12

Moved by: Councillor Terry Kelly
Seconded by: Councillor Dave Mendicino

Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board Meeting of December 18, 2019.

Carried.

CAO Report
Resolution No. 2020-13

Moved by: Councillor Dave Mendicino
Seconded by: Councillor Mayor Dean Backer

Resolved THAT the Board accepts the January 29, 2020 verbal Report from the Chief Administrative Officer.

CAO Catherine Matheson thanked the board and updated them on the past three weeks since she has held the position of CAO. She thanked them for the opportunity to serve as CAO, and offered accolades to the staff for their professionalism and expertise, and thanked the hiring committee.

Some of the work underway includes:

- A review of the governance committee structure so that administration is more strategic in its presentations to Committee and the Board. This review will be brought forward next month.
- Strategies and priorities for the next few years will also be reviewed and the board will be asked how it wants to move forward.
- Working with community partners - There have been many meetings with NMHHSS, tours of the Crisis Centre and the Indigenous Hub, and tours of

member municipalities are being arranged for the next few weeks.

- Community safety and well-being legislation – an email is being sent to administration leads at member municipalities with information they can use for this purpose, while communicating fairly with all at the same time. Dave Plumstead is taking the lead on this moving forward.
- Advocacy – quite a bit of work went into preparing for the ROMA delegations, which were well received from all indications. Further correspondence on these efforts has been sent to the ministries DNSSAB met with.
- Northern advocacy – have met with the NOSDA group, they work quite closely with the ministry in terms of policy and directions.
- Provincial advocacy – the CAO has been asked to sit on the Provincial-Municipal Social Assistance and Employment Committee (PMSAEC).

The CAO said she is impressed with organization so far and looks forward to future work.

Carried.

Consent Agenda – (Items may change for the final agenda)

Resolution No. 2020-14

Moved by: Mayor Dean Backer

Seconded by: Councillor Mac Bain

Resolved THAT the Board of Directors approves the Consent Agenda of January 29, 2020 which includes the following:

(Consent Agenda Items)

7.1 Executive Audit Committee Minutes – January 15, 2020

7.2 Social Services and Employment Committee Minutes – January 15, 2020

7.3 Children's Services and EMS Committee Minutes – January 15, 2020

7.4 Housing Services Minutes – January 15, 2020

7.5 Correspondence/Notices

7.5.1 Dec 18 - NBRHC Letter and Declaration of Intent

7.5.2 Dec 19 Letter to Municipality of East Ferris RE MCCSS Letter

7.5.3 Dec 20 2019 Memo from MCCSS ADM to DNSSAB

7.5.4 Jan 2 Letter to Acting CAO from Chisholm Twp.

7.5.5 Jan 15 AMO communication RE Government announces consultation on recomposition of OPP Detachment Boards

Media notices will no longer be included in the Consent Agenda but will be sent out to members as they happen.

Carried.

Reports

Resolution No. 2020-15 Draft Apportionment of the Municipal Share of the Approved 2020 Budget EX01-20

Moved by: Councillor Scott Robertson

Seconded by: Mayor Dean Backer

THAT the apportionment of the municipal share of the 2020 District of Nipissing Social Services Administration Board budget, approved under resolutions 2019-177, 2019-178, 2019-179, and 2019-180, be received for information purposes as presented in report EX01-20.

Mayor Backer commended Justin Avery for the simplicity and thoroughness of his report to municipalities and he appreciated this when conveying information to each municipality that he represents.

Carried.

Resolution No. 2020-16 Travel, Meals and Hospitality Policy Update EX02-20

Moved by: Councillor Chris Mayne

Seconded by: Councillor Mac Bain

THAT the draft revisions to the 2019 Travel, Meal and Hospitality policy, previously approved under resolution 2019-70, be approved by the District of Nipissing Social Services Administration Board as presented in report EX02-20.

Carried.

Resolution No. 2020-17 Transfer of 416 Lakeshore Drive, North Bay, ON – Canada-Ontario Affordable Housing Program Extension (2009) Project

Moved by: Councillor Bill Vrebosch

Seconded by: Councillor Chris Mayne

That the District of Nipissing Social Services Administration Board (DNSSAB) receives for information report HS02-20 regarding the transfer of the Canada-Ontario Affordable Housing Program (AHP) project located at 416 Lakeshore Drive in North Bay.

Carried.

Resolution No. 2020-18 Reaching Home: Community Plan

Moved by: Councillor Terry Kelly

Seconded by: Mayor Dean Backer

That the District of Nipissing Social Services Administration Board (DNSSAB) receives information related to the amended Reaching Home – Community Plan, for the District of Nipissing and as set out in report HS03-20.

Carried.

Resolution No. 2020-19 Move in-camera

Moved by: Councillor Chris Mayne

Seconded by: Councillor Scott Robertson

That the District of Nipissing Social Services Administration Board (DNSSAB) move in camera at 3:45 PM to discuss a property matter (Section E -47.4.3 of the DNSSAB By-Laws).

Carried.

[Staff let the room except for CAO Catherine Matheson, Housing Programs Manager Stacey Cyopek, and Executive Coordinator Marianne Zadra].

IN-CAMERA MINUTES ARE FILED SEPARATELY

Resolution No. 2020-20 Adjourn in-camera

Moved by: Councillor Terry Kelly

Seconded by: Mayor Dean Backer

That the District of Nipissing Social Services Administration Board (DNSSAB) adjourn in-camera at 4:13 PM.

Carried.

Resolution No. 2020-21 Approve in-camera

Moved by: Councillor Dave Mendicino
Seconded by: Councillor Dan Roveda

That the District of Nipissing Social Services Administration Board (DNSSAB) approved the action/direction resulting from the in-camera discussion.

Carried.

New Business

There was a question about 416 Lakeshore Drive – Stacey Cyopeck indicated CMHA has elected to transfer the building to NMHHSS. The DNSSAB collected all of the required information to determine the suitability of NMHHSS as an Affordable Proponent, and subsequently made this recommendation to MMAH. The transfer is now under legal review with MMAH and we are pending their approval.

Next Meeting Date

Wednesday, February 26 at 3:00 PM DNSSAB Boardroom

Resolution No. 2020-22 Adjournment

Moved by: Mayor Dan O'Mara
Seconded by: Councillor Chris Mayne

RESOLVED that the Board meeting be adjourned at 4:23 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



Resolution No. 2020-26

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the Board accepts the February 26, 2020 verbal report from the Chief Administrative Officer.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY

Resolution No. 2020-27

Carried: Defeated: Date: February 26, 2020

MOVED BY: _____

SECONDED BY: _____

Be It Resolved THAT the Board of Directors approves the Consent Agenda of February 26, 2020 which includes the following:

(Consent Agenda Items)

7.1 Executive Audit Committee Minutes – February 12, 2020

7.2 Social Services and Employment Committee Minutes – February 12, 2020

7.3 Children's Services and EMS Committee Minutes – February 12, 2020

7.4 Housing Services Minutes – February 12, 2020

7.5 Correspondence/Notices

7.5.1 Feb. 6 Letter from South Algonquin RE Resolution

7.5.2 Feb. 11 Letter from Mattawa RE Resolution

7.5.3 Feb. 11 Letter from Minister Clark to CAO RE Roma Delegation

7.5.4 Feb. 19 Letter from Minister Clark to Chair RE Roma Delegation

CARRIED _____
MARK KING
CHAIRPERSON

CARRIED _____
CATHERINE MATHESON
SECRETARY



Executive Audit Committee Meeting

**Wednesday, February 12, 2020
Guillemette Rankin Board Room – 10:00 AM**

ATTENDANCE:

Councillor Mark King (Chair)
Councillor Dave Mendicino
Mayor Dan O'Mara
Councillor Dan Roveda (Vice Chair)

Not on committee

Scott Robertson
Amanda Smith
Chris Mayne

REGRETS:

Mayor Jane Dumas
Councillor Mac Bain

GUEST:

Dean Decaire - BDO

STAFF IN ATTENDANCE:

Catherine Matheson, CAO
Lynn Démoré-Pitre, Director Children's Services
Marianne Zadra, Executive Coordinator and Communications
Melanie Shaye, Director of Corporate Services
Michelle Glabb, Director of Social Services and Employment
Justin Avery, Manager of Finance
Stacey Cyopeck, Manager Housing Programs
Pierre Guenette, Manager Housing Operations
David Plumstead, EMS Liaison and Manager Planning, Outcomes & Analytics

1. CALL TO ORDER 10:04 AM

1.2 Declarations of Conflict of Interest

None were declared.

2. OPENING REMARKS BY THE CHAIR

Chair Mark King welcomed everyone and updated the committee on a meeting he had last week with the Chair of the hospital board. They discussed issues of mutual interest inside the community. CAO Catherine Matheson met with Councillor Roveda and other key people in the West Nipissing Community last week and will be meeting with Mayor Backer in Mattawa before the end of the month, and soon in East Ferris with the Mayor and CAO there. Mayor O'Mara asked for a meeting soon in Temagami. A number of communities have indicated they have concerns with increased levies.

3. APPROVAL OF AGENDA FOR FEBRUARY 12, 2020.

THAT the Executive Audit Committee members approve the Agenda. *Note the presentation section has been moved later in the agenda to facilitate the auditor. Moved by Dan Roveda and Dave Mendicino. **Carried.**

4. APPROVAL OF MINUTES

MINUTES OF PROCEEDINGS OF THE REGULAR BOARD MEETING OF JANUARY 29, 2020

The minutes of proceedings of the Regular Board meeting of January 29, 2020 were approved. The following recommendation will be presented at the board meeting for approval.

Recommendation:

THAT the Board adopt the minutes of the proceedings of the Regular Board Meeting of January 29, 2020. Moved by Dan Roveda and Dan O'Mara. **Carried.**

5. DRAFT BOARD AGENDA FOR THE REGULAR BOARD MEETING OF FEBRUARY 26, 2020.

The Draft Board Agenda for the Regular Board meeting of February 26, 2020 was approved as presented.

Recommendation:

THAT the Board accepts the Draft Board Agenda for February 26, 2020 as presented. Moved by Dave Mendicino and Dan O'Mara. **Carried**

6. REPORTS

6.1 Committee Restructuring EX03-20

Corporate Services Director, Melanie Shaye reviewed the contents of the report. She outlined the purpose of the report and the benefits of the proposed changes. She presented three options: one committee and monthly Board meetings, two committees and monthly Board meetings, or the status quo (four committee meetings and monthly Board meetings). There was a question about analysis of saving costs, and Finance Manager Justin Avery indicated that would depend on which option the Board chooses, but added the savings would be in the range of \$4,000 to \$11,000. He also indicated that members' monthly stipends would be adjusted to reflect the additional work in a two-committee structure, and this would be discussed further in March.

There was general consensus that combining committees into one group is a good idea, and there was discussion about when to schedule them. Melanie indicated there is flexibility in this area. Marianne indicated the combined committee meetings would happen at minimum on a quarterly basis, and added this could be more frequent, such as every two months. There was discussion about whether the combined committee meetings should happen on the same day as the DNSSAB monthly Board meetings. NDHC Board will continue to hold its meetings as needed. The Chair noted more members can be better informed with the new combined structure. A point was made that the combined committee structure also allows for more integration among the different service areas.

Recommendation

THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approval, as presented in report EX03-20.

Moved by Dan Roveda and Dan O'Mara. *Carried.*

6.2 Strategic Planning EX04-20

EMS Liaison and Manager Planning, Outcomes & Analytics, Dave Plumstead reviewed the purpose of renewing the strategic plan and asked for direction from the committee. He reviewed the proposed framework for a 20 year outlook with shorter term priorities set at 4 years to coincide with the board cycle that offers a systematic approach to board business. He reviewed the examination of Mission, Vision and Value statements, corporate goals, (to be developed by board and staff planning tables, etc.) setting strategic priorities tied to terms of office, and implementation of the priorities including communication to stakeholders. He outlined the next steps and processes.

There was discussion about incorporating the district's perspective and if we would have district members as part of the steering committee. Dave said we have planning tables that offer district representation as well as census data that can be brought into the plan. Surveys can be sent to municipalities, and he added it may be worthwhile to get municipality involvement and get input from beyond the planning tables. This can be addressed in the scope of the plan.

Recommendation

Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;

Whereas the Board's current Strategic Plan 2020 is up for renewal;

Whereas the timing for strategic planning is good as the Board is early in its term;

Be It Resolved that the Board start the strategic planning process with general committee discussion and approval of the proposed planning framework and process presented in report EX04-20.

Moved by Dan O'Mara and Dan Roveda. *Carried*

7.0 PRESENTATIONS

7.1 DNSSAB Recruitment Data

Director of Corporate Services, Melanie Shaye touched on HR data to provide high level updates on staffing, training, labour relations and health, safety and wellness. The average age of the workforce is 46.3 and 9.2 is the average years of service, which is longer than the Canadian average.

She reviewed recruitment data. Contract positions made up about half of all postings in 2019. Internal and external hires are about equal. She reviewed the collective agreements and their expiry dates with the two unions.

A mandate will be brought to the board before collective agreement negotiations begin. Melanie and her team were commended on the successful resolution of grievances. Melanie mentioned she and Dave Plumstead will sit with Temagami and its EMS to explore what DNSSAB can do to assist. EMS wages have gone up 82% in the last 20 years. Comparators with other DSSABs are made as well.

Notice to bargain from both unions is expected in late 2020.

HR Policies are updated annually and some are reissued annually. Most training was stopped as a cost savings measure in 2019 but we are now looking for low cost training for 2020.

- **Audit Planning Process BDO**

Dean Decaire from BDO reviewed the audit process and what members can expect from the auditors i.e. projections, administrative costs running at less than 4%. He reviewed the executive summary, the audit team, the timeline, significant audit risks, materiality, objectives, fraud discussion and fees previously set at \$21,000 through an RFP.

He outlined what's been done to date and what will be done over the next few months. He reviewed some of the significant risks and planned responses. Any concerns will be brought back to the Board in May.

8.0

UPDATES:

8.1 CAO Verbal Updates and correspondence

CAO Catherine Matheson thanked the committee members for their direction on strategy and to include area municipalities. She noted any changes to governance are to ensure they get enough information and their time is used appropriately.

She updated members on a delegation to West Nipissing last week and a future one in East Ferris to account for financial considerations resulting from budget. This will be brought before the board first. This will be a discussion with member municipalities and not necessarily a defense of the budget. NOSDA CAOs met and will make a lobby effort through a position paper to be brought forward about levy formulas and what happens in the north. It has been suggested that northern districts could be unified in their approach to ambulances/EMS. The deadline for EMS consultations has been extended until the end of March and some suggestions will be presented to the committee following the consultations.

The sale has gone through for one of the NDHC property units on Gormanville Road in North Bay. Proceeds of the sale will be added to the Housing reserve.

The CAO has been heavily involved in advocacy for ministry relations and for the stabilization center. The lobbying effort for capital and operating dollars will require some contribution from the DNSSAB. We are obliged to commit. There was a comment that this project should not be funded through the levy mid-year, and another comment that DNSSAB should not assume responsibility for health care costs under housing costs. The CAO indicated we have been very strong and clear about this. An RFP is going out tomorrow for the operator of low barrier housing since time is of the essence.

EMS paramedics will come back with an interim report, notably on geographic issues.

The CAO talked about our engagement with the Ontario Health Team (OHT) in the district. There was discussion about contributing as an associate instead of a principal

in the OHT, the time involved in their 'base camp' discussions and what the end goal will be.

The CAO also talked about sustainability of the organization in general and how we resource ourselves moving forward.

9.0 OTHER BUSINESS

Dan Roveda thanked the CAO for meeting with key people in West Nipissing. The feedback was very positive and significant progress was made in developing partnership.

10.0 NEXT MEETING DATE

Board Meeting Wednesday February 26, 2020 - DNSSAB Guillemette Rankin Boardroom

Next Committee Meeting March 11, 2020 - DNSSAB Guillemette Rankin Boardroom Chair

11.0 ADJOURNMENT

THAT the Executive Audit Committee meeting be adjourned at 11:41 p.m. Moved by Dan O'Mara and Dan Roveda. *Carried.*



**Housing Services Committee
Wednesday, February 12, 2020
Guillemette Rankin Board Room – 11:00 AM**

ATTENDANCE:

Councillor Mark King

Councillor Chris Mayne
Councillor Dave Mendicino (Chair)
Mayor Dan O'Mara
Councillor Scott Robertson (Vice Chair)
Councillor Dan Roveda
Representative Amanda Smith

REGRETS:

Mayor Dean Backer
Mayor Jane Dumas

GUEST:

Dean Decaire, BDO

STAFF IN ATTENDANCE:

Catherine Matheson, CAO
Melanie Shaye, Director Corporate Services
Marianne Zadra, Executive Coordinator and Communications
Stacey Cyopeck, Manager Housing Programs
Pierre Guenette, Manager Housing Operations
Justin Avery, Finance Manager
Michelle Glabb, Director of Social Services and Employment
Lynn Demore-Pitre, Director of Children's Services
Aimie Caruso, Manager of Employment and Client Outcomes

1. CALL TO ORDER

Chair Dave Mendicino called the meeting to order at 11:41PM. [The committee meeting order was changed to allow for a presentation from the auditor regarding NDHC.]

1.2 DECLARATION OF CONFLICT OF INTEREST

No conflicts were declared.

2. Opening Remarks by Chair

Chair Mendicino welcomed everyone. The Chair noted he has had discussions with Hydro about where better service and cost savings can be realized and asked the housing team to contact North Bay Hydro for further details.

The Chair commended the CAO and staff for their work regarding the transitional housing and low barrier site.

3. APPROVAL OF AGENDA WEDNESDAY, FEBRUARY 12, 2020

The Housing Services Committee agenda was approved as presented.

Moved by Councillors Dan Roveda and Scott Robertson.

Carried

4. REPORTS

4.1 Audit Planning Presentation

Auditor Dean Decaire outlined the plan for the 2019 audit for NDHC.

He outlined the engagement objectives, the BDO team of auditors, the timing of the audit and findings presentation set for May. Audit fees are \$12,000 based on an RFP previously issued by the DNSSAB. He advised there will be no opinion from the auditors about the adequacy of reserves but there are measures that suggest this.

The Chair asked about current ownership and the need for more capital for new builds, particularly in reference to the Main Street building. The auditor cautioned about being a for-profit landlord against the mandate of NDHC and that CRA would be suspicious. The CAO suggested this is something being looked at.

The Chair thanked Mr. Decaire.

4.2 CHPI Mid-Year Presentation – This has been deferred to the meeting in March.

5.1 HOUSING STATUS REPORTS:

Housing Programs

- Housing Programs Manager Stacey Cyopect provided verbal updates, noting the CHPI report would normally be brought forward at this time of year but certain information wasn't available until a few days ago so it will be presented in March.
- The amended version of the community plan for Reaching Home has been approved by federal government and we can move forward with an RFP that will go out tomorrow.
- The transfer of 416 Lakeshore Drive is moving forward and the Municipal Facilities By-Law Agreement is now with the City of North Bay for signature. We will oversee the project for another 10 years to ensure the units remain affordable.
- Point in Time Count (government mandated) - Provincially the homelessness count has been put on hold, yet the federal count is still happening March 11 – 12. Volunteer training will take place soon.

Housing Operations

- Housing Operations Manager Pierre Guenette reviewed operations including six move-outs and six move-ins that were coordinated in January.
- NDHC is pursuing tenders and quotes for furnaces, flooring and a service vehicle.
- 38 non-payment notices were issued.
- Tribunal delays - all but one application to be brought before the tribunal have been scheduled for April.

6.0 OTHER BUSINESS

There was no other business.

7.0 CORRESPONDENCE: There was no correspondence.

8.0 NEXT MEETING DATE

Board Meeting Wednesday, February 26, 2020, DNSSAB Boardroom

Next Committee Meeting – Wednesday March 11, 2020 DNSSAB Boardroom

9.0 ADJOURNMENT

The meeting was adjourned at 12:19 PM by Dan Roveda and Dan O'Mara.

Carried.



Social Services and Employment Committee
Wednesday, February 12, 2020
Guillemette Rankin Board Room – 12:30 PM

ATTENDANCE:

Councillor Mark King
Mayor Dan O'Mara
Councillor Dan Roveda (Chair)
Representative Amanda Smith

IN ATTENDANCE BUT NOT ON COMMITTEE

Terry Kelly

REGRETS:

Councillor Mac Bain
Mayor Jane Dumas - (Vice Chair)

STAFF IN ATTENDANCE:

Catherine Matheson, CAO
Marianne Zadra, Executive Coordinator and Communications
Aimie Caruso, Manager Employment Services and Client Outcomes
Michelle Glabb, Director Social Services and Employment
Melanie Shaye, Director Corporate Services
Justin Avery, Manager of Finance
Lynn Demore-Pitre, Director Children's Services
Dave Plumstead –EMS Liaison, Manager Planning, Outcomes & Analytics
Andrea Demers – OW Supervisor - Employment

CALL TO ORDER

Chair Dan Roveda called the meeting to order at 12:50 PM. This meeting's start time was delayed so that the auditor could present to both Executive and Housing Services in a timely manner.

1.2 DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest were noted.

2. OPENING REMARKS BY CHAIR

The Chair moved the agenda.

3. APPROVAL OF AGENDA WEDNESDAY, FEBRUARY 12, 2020. Moved by Dan O'Mara and Mark King. Carried.

4.0 REPORTS/UPDATES (Presentations only)

[Presentations proceeded out of order.]

4.2 Ontario Works Status Report

Social Services Director, Michelle Glabb reviewed the status report and noted there are no surprises to report on caseload. There was discussion about the drop in the number of people receiving assistance while the cost per case is still average. Employment Benefit expenditures for December were above normal due to the tuition fees for the Homemaker pilot program. 2019 client outcomes were reviewed and it was noted that OW exceeded on the two client outcome measures linked to exits to employment. She reminded members the outcome goals are 3% above the 2019 actuals. This puts OW in a good position for 2020 so that we don't end up with a claw back at the end of the year. She commended the OW team for their focus on achieving employment outcomes. Michelle talked about the success of the Nipissing Poverty Reduction through Education Program, (NPREP) that shows only about 1 in 5 NPREP students return to OW, which is considered a low percentage. Michelle added there is much we don't know about the provincial plan for employment transformation. Michelle is involved with a group through NOSDA that is working with colleges through a service system management opportunity, and that these partnerships will be useful regardless of what happens at the provincial level

Michelle recounted the real-life story of 'Mary' which demonstrated some of the barriers vulnerable people in our community face

4.1 Risk Based Intake Presentation by Aimie Caruso

Manager of Employment Services and Client Outcomes, Aimie Caruso talked about the risk based approach to service delivery as it applies to OW. The Province wants Case Managers to spend less time on administrative tasks and more time in moving clients forward to achieve better outcomes. She talked about the Parry Sound prototype and the results of this prototype. She reviewed

the Eligibility Verification Process or EVP, and explained why the model is important now. There is a greater focus on meeting outcomes and the new model is to provide staff with more time to spend with clients.

4.3 Employment Services Updates (presentation)

- Supervisor Andréa Demers updated the committee on events over the last few months, including the fall job fair in October that was very successful. She talked about the South Algonquin employment services fair which was on a much smaller scale, yet proved positive for key employment services making better connections.

Homemaker Program at CTS – It is a seven week program to support PSWs to do their work. Homemakers are entry level. Of the 20 students enrolled, six students are employed in this field. Two are in another field, two left OW and five went to school for the higher level PSW program. Four continue to seek employment and one who didn't graduate is on community placement.

- 20 people were granted approval to PSW program that started Jan. 6. They can get assistance while attending school.
- There is a 'Meet and Greet' tomorrow with YES employment services so that staff at each organization can better understand what the other does.
- Andréa talked about a new employment database platform that is coming soon and what that platform will be able to do.
- The *In a Pinch Pantry* set up on main floor, providing small amounts of free snack items and personal hygiene products, diapers, etc. to clients who need them. The pantry is run by community placement clients, providing them with training in a pseudo-retail environment. Among the pantry items, donated dental kits are handed out to clients through the pantry and are also shared with other DNSSAB offices. This project has been very positive so far.

There was a question about creating a partnership with Collège Boréal in West Nipissing, and Andréa noted that she has been in contact with them regarding potential partnerships. Staff have searched the employment database and marketed the opportunity between the West Nipissing General Hospital and Collège Boréal to eligible clients.

[Steve Merkley arrived for the EMS committee meeting].

5.0 OTHER BUSINESS

Members were invited to a tour of the pantry immediately following the meeting.

6.0 CORRESPONDENCE:

There was no correspondence.

7.0 NEXT MEETING DATE

Board Meeting Wednesday, February 26, 2020, DNSSAB Boardroom

Next Committee Meeting – Wednesday, March 11, 2020 DNSSAB Boardroom

ADJOURNMENT

The meeting was adjourned at 1:40 PM. Moved by Mark King and Dan O'Mara.

Carried.



**Children's Services and EMS Committee
Wednesday, February 12, 2020
Guillemette Rankin Board Room – 1:30 PM**

ATTENDANCE:

Councillor Terry Kelly (Chair)
Mayor Dan O'Mara (Vice Chair)
Councillor Dan Roveda
Councillor Bill Vrebosch

NOT ON COMMITTEE BUT IN ATTENDANCE

Councillor Mark King

REGRETS:

Mayor Jane Dumas

GUEST:

Steve Merkley, Nipissing Paramedics Deputy Chief

STAFF IN ATTENDANCE:

Catherine Matheson, CAO
Marianne Zadra, Executive Coordinator and Communications
Lynn Démoré-Pitre, Director Children's Services
Michelle Glabb, Director Social Services and Employment
Melanie Shaye, Director Corporate Services
Dave Plumstead, EMS Liaison and Manager of Planning, Outcomes and Analytics
Stacey Cyopeck, Manager Housing Programs
Pierre Guenette, Manager Housing Operations

1.0 CALL TO ORDER

Chair Terry Kelly called the meeting to order at 1:52 PM.

1.2 DECLARATION OF CONFLICT OF INTEREST

No conflicts of interest were noted.

2.0 OPENING REMARKS BY CHAIR

The Chair welcomed everyone to the meeting and offered congratulations to the Board Chair.

3.0 APPROVAL OF AGENDA WEDNESDAY, OCTOBER 9, 2019

The Wednesday, February 12, 2020 Children's Services and EMS Committee agenda was approved as presented.

Moved by Dan O'Mara and Bill Vrebosch.

Carried

4.0 REPORTS/UPDATES

4.1 EMS (presentation)

- Call Volume and Response Times
EMS Liaison Dave Plumstead introduced Deputy Chief of Paramedics, Steve Merkley who was on hand to bring forward an operational perspective. Dave indicated the monthly stats may not be brought forward every month but other data will be brought forward. The total number of calls for the first month of 2020 was 1612, considered within a normal range. Changes noted year over year are down just slightly. About half of the calls were urgent.

Dave talked about Temagami's Collective Agreement which expires March 31 and our participation has been requested to support negotiations. Melanie Shaye and Steve Merkley will assist.

Emergency Health Services consultations based on ROMA update: Themes include dispatch modernization i.e. outdated technology, staffing, over prioritization of calls; non urgent transfers, ambulance off-load wait times; municipal partnerships (DSSABs in the north); integrated care; and mental health of frontline workers. There was discussion about first responders, and how they fit into this. The Chair asked if this could be submitted to the consultation to see if it can be merited and continued. Dave suggested he can bring a consultation / position paper to the board at the March committee and then pass it on to the consultation process. There was further discussion about first responders. Steve mentioned a process of AEDs transported via a drone that is being tried in Renfrew County.

Deployment plan: Steve took over the presentation and detailed how the Deployment Plan is being updated and draft changes are underway. These changes will affect how vehicles are being deployed throughout the area for

emergency coverage and non-urgent transfers, and also take into consideration the Advanced Care Paramedics (ACPs) response and new platoon commanders and rapid response unit. He reviewed how ambulances are deployed under green, yellow and orange, red and black statuses which is a new color-coding system. He also talked about non-urgent transfer calls during certain times or a 'blackout' to help manage overtime costs. A communication plan will be started to address the changes. There will be significant changes for ACPs including increased response criteria, reduced non urgent call assignments, and increased availability for critical calls. Platoon commanders will have the ability to self-dispatch and have the ultimate authority over the deployment plan. In response to a question about the staffing process, he indicated interviews will be happening in March with a 'go live' later in March.

4.2 Children's Services Updates (presentation)

- Lynn Démoré-Pitre, Director Children's Services offered to minimize her presentation due to the time overrun as there were no immediate concerns in regards to program delivery.
- The turnaround time continues to meet the established target and the 2019 fee subsidy budget ended with a small surplus which was reinvested in licensed child care programs.
- The waitlist for licensed child care was up by 13 children from the previous month for a total 1636 unique children waiting for care. Program expansions are currently "on hold" in order to stabilize the current child care system however there are a few projects that were previously approved and are in planning/construction stages. It is anticipated that these will be completed in 2021/2022. In collaboration with service providers, DNSSAB will be working on a recruitment and retention plan for Early Childhood Educators (ECEs). By attracting more professionals to our district, we hope to fill licensed child care spaces that are currently sitting empty.
- RFP for the EarlyON mobile unit: The evaluation committee has completed the review of proposals and is in the process of confirming the final details with preferred proponent. Once established, EarlyON services will be offered in parks, communities, senior centres, recreation spaces, etc. The EarlyON mobile unit is intended to enhance current services or offer programs in underserved areas. Lynn outlined the areas where this is no EarlyON services or where there is a need for enhanced services and these will be addressed first. When asked about Marten River, Lynn indicated she hasn't heard feedback from the community however if a need arises, the unit would be able to support. She was asked if

there will be a communication strategy and replied that once the vehicle is purchased, this plan will be shared. She further explained that the capital funding needed to be spent by March 31, 2020 and that the start-up and ongoing costs of the project were within the budget allocations.

- Labour disruptions with Ministry of Education: Licensed Child Care Centres and EarlyON located in schools remain open. DNSSAB is supporting families by providing fee subsidy to qualifying families. School age children are attending child care full day therefore the cost for care is higher than before and after school programs. She indicated that at this time, the impact is no worse than the number of snow days that our district experienced last year and that the budget continues to be monitored closely. At this time, there is no commitment from the Ministry to provide additional fee subsidy funding should the labour disruptions continue.

6.0 OTHER BUSINESS

There was no other business.

7.0 CORRESPONDENCE:

There was no correspondence.

7.0 NEXT MEETING DATE

Board Meeting - Wednesday, February 26, 2020 DNSSAB Boardroom

Next Committee Meeting – Wednesday, March 11, 2020 DNSSAB Boardroom

8.0 ADJOURNMENT

The meeting was adjourned at 2:48 PM. Moved by Dan O'Mara and Dan Roveda.
Carried.

DNSSAB
Administration

FEB 14 2020

RECEIVED



RESOLUTION

**Corporation of the Township of South Algonquin
7 Third Ave.
PO Box 217
Whitney Ontario K0J 2M0
Tel-613-637-2650 or 1-888-307-3187
Fax- 613-637-5368**

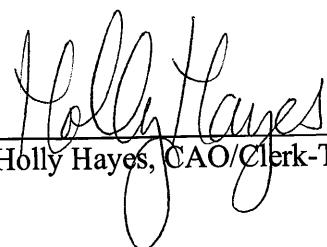
February 6, 2020

Catherine Matheson, CAO
District of Nipissing Social Services Administration Board
200 McIntyre Street East
North Bay, ON P1B 8J8

The following resolution was passed at the regular Council Meeting of the Corporation of the Township of South Algonquin on February 5, 2020:

Moved by: Councillor Joe Florent	Seconded by: Councillor Joe Vermaire	Res. No. 20-019
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“BE IT RESOLVED THAT the Council for the Corporation of the Township of South Algonquin supports the letter received from East Ferris written to DNSSAB, dated December 2, 2019 requesting that the 2020 levy remain at the same level as 2019.”



Holly Hayes, CAO/Clerk-Treasurer

c.c. Municipality of East Ferris



Corporation of the Town of Mattawa

CONSENT AGENDA ITEM 7.5.2

☎ (705) 744-5611 • 📠 (705) 744-0104

160 Water Street — P.O. Box 390

MATTAWA, ONTARIO P0H 1V0

✉ info@mattawa.ca

February 11, 2020

Catherine Matheson
Chief Executive Officer
District of Nipissing Social Services Administration Board
200 McIntyre Street East
P. O. Box 750
North Bay, ON
P1B 8J8

Dear Ms. Matheson:

Council of the Town of Mattawa, at their regular meeting of February 10, 2020 approved Page No 25 of Resolution Number 20-10, which stated:

***“WHEREAS** the Province of Ontario has reduced and/or withdrawn funding over the past 10+ years to municipalities and their associated boards, and continues to do so;*

***AND WHEREAS** because of the reduced funding all parties are and will be required to reduce or cut spending and;*

***AND WHEREAS** the District of Nipissing Social Services Administration Board, in a letter on April 29, 2019 to member municipalities stated, “Please prepare yourself for a significant levy adjustment of these downloaded provincial costs”;*

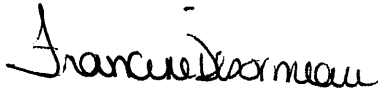
***THEREFORE BE IT RESOLVED** that the Corporation of the Town of Mattawa opposes this “Significant levy adjustment due to these downloaded provincial costs” and that DNSSAB, like municipalities, should look at reducing costs and services, if necessary, in order to mitigate any municipal levy increase.*

***AND FURTHER THAT** a copy of this resolution be forwarded to the District of Nipissing Social Services Administration Board and to member municipalities.”*

.../2

Trusting this is acceptable.

Sincerely,



Francine Desormeau
Clerk/Deputy-Treasurer

FD/ah

- c.c. City of North Bay
- Municipality of West Nipissing
- Municipality of East Ferris
- Municipality of Temagami
- Township of Bonfield
- Township of South Algonquin
- Township of Papineau-Cameron
- Township of Chisholm
- Municipality of Calvin
- Municipality of Mattawan

**Ministry of Children,
Community and Social
Services**

Minister's Office

438 University Avenue
7th Floor
Toronto, Ontario
M7A 1N3

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**Ministère des Services à
l'enfance et des Services
sociaux et communautaires**

Bureau du Ministre

438, avenue University
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FEB 11 2020

127-2020-724

Ms. Catherine Matheson
Chief Administrative Officer
District of Nipissing Social Services Administration Board
catherine.matheson@dnssab.ca

Dear Ms. Matheson: *Catherine,*

It was a pleasure meeting with you and your delegation on January 20, 2020 at the Rural Ontario Municipal Association's annual conference, and thank you for your recent letter. I appreciated the opportunity to meet and hear your concerns regarding the definition of disability in the Ontario Disability Support Program (ODSP), and to learn more about the Nipissing Poverty Reduction Through Education Program (N-PREP) pilot.

As you're aware, our government is working on a new social assistance transformation that will help connect people to more effective supports, so that those who are able to work can return to the workforce, and everyone can contribute to the success of our province. Our government is committed to exploring all options for a comprehensive approach that links services together and will naturally support people through their journey. In doing so, we are listening and working with individuals, communities, organizations, partners and all levels of government.

Our municipal delivery partners play a critical role in the management and delivery of human services throughout Ontario. We recognize the challenges associated with system transformation, and we are committed to ensuring that municipal perspectives are part of the planning discussions at every stage.

.../cont'd

I appreciate our conversation regarding the ODSP definition of a disability and the potential implications for municipal delivery partners. We are listening and exploring the best ways to bring about positive outcomes for Ontarians in need, so we are taking the time to get this right. We will continue to keep our partners informed as decisions are made.

I was also interested to learn more about the success of the N-PREP pilot, and your effort to help people move from social assistance to education and help reduce poverty in Nipissing. With regard to your request for ongoing funding for the pilot, I understand that this was a one-time grant program and was not intended to include a commitment to long-term provincial funding. I was pleased to hear you are continuing the pilot at a smaller scale.

As you may know, our government is developing a new poverty reduction strategy for Ontario. We want to hear from all of our partners to find new and innovative ways to support people during challenging times and create the conditions that will help them build a better life. The Ministry of Children, Community and Social Services welcomes written submissions that can be sent by e-mail to prso@ontario.ca or by mail to Poverty Reduction Strategy, 3rd Floor, 315 Front Street West, Toronto ON, M7A 0B8. I encourage you to participate and to share your knowledge and proposals.

Thank you again for taking the time to meet with me and share your concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Todd Smith", with a long, sweeping horizontal line extending to the right.

Todd Smith
Minister

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000
Fax: 416 585-6470

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17e étage
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Tél. : 416 585-7000
Télééc. : 416 585-6470



2020-193

FEB 19 2020

Mark King

Chair

District of Nipissing Social Services Administration Board

200 McIntyre Street East, P.O. Box 750

North Bay, ON P1B 9J9

Dear Mr. King:

I would like to thank you, your fellow Board members, Mac Bain and Dave Mendicino, City of North Bay Mayor, Al MacDonald, and Catherine Matheson, DSSAB Chief Administrative Officer for taking the time to meet with my Parliamentary Assistant Parm Gill at the 2020 Rural Ontario Municipal Association (ROMA) Conference in Toronto.

PA Gill shared with me the information you provided about the DSSAB's proposed transitional housing project, as well as the board's request for financial support.

As discussed during the delegation, the ministry encourages you to work with the Ministries of Health and Community, Children and Social Services on your transitional housing project, if you have not already begun to do so. It was also suggested that your board reach out to the Kenora District Services Board to hear about their related experiences; I hope you have had the opportunity to initiate a conversation with them.

If you or your staff would like to discuss these matters further, ministry staff would be pleased to assist. Please feel free to contact Cindy Couillard, Housing Team Lead in the Northern (Sudbury) Municipal Services Office at 705-564-6808 or Cindy.Couillard@ontario.ca. You can also contact my Senior Policy Advisor for Housing, Alex Earthy, at Alex.Earthy@ontario.ca.

Once again, thank you for meeting with PA Gill at the 2020 ROMA Conference. Rural communities are vital to the province's success. Some of our most valuable resources are found in rural Ontario and we are committed to making rural communities great places to live, work and do business.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve", written in a cursive style.

Steve Clark
Minister

- c. Honourable Victor Fedeli, MPP, Nipissing
Honourable John Yakubuski, MPP, Renfrew – Nipissing – Pembroke
Parm Gill, Parliamentary Assistant, Minister of Municipal Affairs and Housing
(Housing)



Resolution No. 2020-28

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approval, as presented in report EX03-20.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY

REPORT

EX03-20

DATE: February 12th, 2020

PURPOSE: Board Committee Structure Analysis

PREPARED BY: Melanie Shaye, Director of Corporate Services

REVIEWED BY: Catherine Matheson, CAO

Amendments in red, based upon Committee feedback

RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approvals, as presented in report EX03-20.

BACKGROUND AND PURPOSE

- In 2019 the DNSSAB's Board and Committees met 73 times, either in regular Board, Committee, or Ad-Hoc Committee meetings. This number also includes NDHC Board meetings.
- In 2019 across other DSSAB's none met more than 23 times¹, either in regular Board, Committee or Ad-Hoc Committee meetings. See Attachment A.
- The Board has been open to a change in their governance structure.

The purpose of these changes is to allow:

- More focused governance discussions related to the Board's mandate.
- Increased emphasis on content and issues that may affect program and/or corporate strategy and direction.
- More efficient use of Board member time, and staff time, which can be redirected to program development, program oversight, program compliance and strategy implementation.

¹ Three DSSAB's did not reply to our requests for information

- Continued focus on the DNSSAB's Board and Committee having representation as expressed under the DSSAB Act.

The Committee structures of DSSAB's across the North, as well as Roberts Rules of Order, were referenced in the preparation of this report.

The Board Service Reimbursement Policy will be brought forward in a further report in March 2020.

PROPOSED OPTIONS

1. One Committee and Board

This option would include one monthly Board meeting, with no regular Committee meetings other than quarterly Finance and Administration Committee meetings to address audit results, investments and the budget. This option would allow for the Chair to call ad-hoc or special Committee meetings on an as-needed basis. Typically the agenda would flow based on priority items for approval and review or items that may have an impact on program/service delivery or the Board in general.

Both DNSSAB and NDHC Board meetings would be held in accordance with the applicable Board's by-laws, which would be updated should this option be adopted. NDHC Board meetings would not be regularly scheduled, and would be called when needed.

At least three other DSSAB's operate with a one Committee and Board meeting structure, with other Committees struck as needed, without a set schedule.

2. Two Committees and Board

This option would include two Committees, with the Finance and Administration Committee **meeting quarterly**, and the Community Services Committee meeting **about every other month quarterly**. The Community Services Committee would meet monthly where required, and such meetings would be scheduled on the same day as the Board meeting. See Attachment B.

- **Finance and Administration Committee:** similar to the current Executive Audit Committee, this Committee would focus on budgetary and audit matters, as well as labour relations items. This would be a Committee of the Whole, with all Board members sitting on the Committee. **This would require seven members in**

attendance to achieve quorum. The Chair has the ability to call additional meetings as needed.

- **Community Services Committee:** this Sub-Committee would deliver program content according to the DNSSAB's four operating areas, which include: Social Services and Employment, Children's Services, Housing Services, and EMS. Meetings will be held at minimum on a quarterly basis to provide updates for each program area. Where there is sufficient information to create an agenda on matters requiring board direction, the additional meetings will be held to coincide with the regularly scheduled monthly board meetings. Up to eight Board members have the option of sitting on this Committee, with 50/50 representation from the District and the City of North Bay. **This would require a minimum of five members in attendance to achieve quorum.**

Both DNSSAB and NDHC Board meetings would be held in accordance with the applicable Board's by-laws, which would be updated **accordingly** should this option be adopted. NDHC Board meetings would not be regularly scheduled, and would be called when needed.

Four DSSAB's surveyed have regular Executive Audit or Finance Committee meetings scheduled. Others either have no such Committee, or hold Committee meetings on an as-needed basis.

3. Status Quo

This option would maintain the four current Committees of Executive Audit, Social Services and Employment, Children's Services and Emergency Medical Services (EMS), and Housing Services. Monthly Board meetings and periodic NDHC Board meetings would continue to be held in accordance with the applicable Board's by-laws.

CONSIDERATIONS RELATED TO COMMITTEE STRUCTURE CHANGES

No change to Committee structure can be made without amendments to the DNSSAB's Procedural By-law 2019-01, and NDHC's By-law #1. Any new structure cannot be executed until the by-laws are revised expressly to grant the power to use a new structure. Therefore, revisions to the by-law will be prepared by staff for the March Committee meeting, provided the Board supports a Committee structure change.

Currently the NDHC Board is composed of the Housing Services Committee. Under either option one or two of the new Committee structure options, staff recommends the

NDHC Board be composed of eight Board members, with 50/50 representation from the District and North Bay. The NDHC Board membership would be voted on annually at the Annual General meeting.

Within any of the above structures, staff will move towards a written report /briefing note style, with a focus on proposed resolutions, legislative changes and strategic discussions.

CONCLUSION

Staff recommend option two. It is felt this option best strikes a balance between achieving a time savings while also better integrating discussions related to the Board's mandate and strategic direction.

Should option one or option two be adopted, elections would occur at the April 2020 Board meeting to name the Chair and Vice Chair for both the Finance and Administration Committee, and the Community Services Committee.

Should a new structure be adopted, staff commit to evaluating the structure in one year's time.

Given that the NDHC annual general meeting is scheduled for May 2020, staff recommend deferring their by-law revisions until May 2020.

Staff also recommend creating clear Terms of Reference for Committees (should a Committee structure be adopted). The Terms of Reference could be prepared at a later date.

ATTACHMENT A

District	Board Meeting	Housing Corp	Committee of the Whole	Audit or Finance	Governance	Housing or Property	Social Services	Children Services / EMS	HR	French Language Services	# of meetings
Nipissing	18 + 6 adhoc Committee meetings	9	N/A	10	N/A	10	10	10	N/A	N/A	73
DSSAB 1	10	N/A	N/A	As needed-day of Board	N/A	N/A	N/A	N/A	As needed-day of Board	As needed-day of Board	10
DSSAB 2	12	N/A	N/A	2	N/A	2	N/A	N/A	N/A	N/A	16
DSSAB 3	9	N/A	N/A	1	N/A	5	N/A	N/A	2	N/A	17
DSSAB 4	12	N/A	N/A	3	N/A	N/A	N/A	N/A	N/A	N/A	15
DSSAB 5	12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12
DSSAB 6	12	N/A	2	4	5	N/A	N/A	N/A	N/A	N/A	23

ATTACHMENT B

Maximum meeting schedule

TWO MEETING STRUCTURE -

Monthly Board meeting plus alternating Community Services Committee (CSC) and Finance & Administration (F&A)

Afternoon start time

Duration	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
1:00 - 2:30 PM	CSC and/or F&A if needed	CSC	F&A	CSC	F&A	CSC	no summer meetings unless specially called		F&A	CSC	CSC and/or F&A if needed	F&A
BREAK												
2:30 - 4:30 PM	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD			DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD
4:30 - 5:00 when required	NDHC Board as needed	NDHC Board as needed	NDHC Board as needed	NDHC Board as needed	NDHC Board as needed	NDHC Board as needed		NDHC Board as needed	NDHC Board as needed	NDHC Board as needed	NDHC Board as needed	



Resolution No. 2020-29

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;

Whereas the Board's current Strategic Plan 2020 is up for renewal;

Whereas the timing for strategic planning is good as the Board is early in its term;

Be It Resolved THAT the Board start the strategic planning process with general committee discussion and approval of the proposed planning framework and process presented in report EX04-20.

CARRIED _____
MARK KING
CHAIRPERSON

CARRIED _____
CATHERINE MATHESON
SECRETARY

BRIEFING NOTE

EX04-20

For Information /Discussion For Decision For Approval For Advocacy

Date: February 12, 2020

Purpose: Strategic Plan Development /Renewal

Prepared by: David Plumstead, Manager of Planning, Outcomes & Analytics;
EMS Liaison

Reviewed by: Catherine Matheson, CAO

1.0 Recommendation

Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;

Whereas the Board's current *Strategic Plan 2020* is up for renewal;

Whereas the timing for strategic planning is good as the Board is early in its term;

Be It Resolved that the Board start the strategic planning process and approve the proposed planning framework and process presented in report EX04-20.

2.0 Background

Over the years, the DNSSAB has taken various approaches to the strategic planning process, depending on the planning resources available and the senior leadership and direction at the time. The planning process has ranged from fairly straightforward, simple, and narrow (for example, determining priorities at an off-site retreat) to challenging, complex, and comprehensive (for example, developing a Balanced Scorecard complete with mission; vision; values; strategy map; change agenda; process/project alignment; and extensive stakeholder consultation and analysis). Additionally, in some cases the Board has hired consultants and facilitators to help develop the strategic plan while in other cases staff has been responsible for leading the process and developing the plan.

While there are general conventions and principles to follow for good planning practice there is no single or best way to undertake strategic planning and development. Most methods however, boil down to some sort of environmental scan and analysis, objective/priority-setting, and implementation plan. In any case, the planning process - regardless of the approach or scope - has always served to bring staff and the Board together to discuss the pressing issues and develop strategies for the future. This in itself creates value from the process and benefits the organization, clients, citizens and other stakeholders.

As mentioned earlier the current DNSSAB Strategic Plan 2020 (see Appendix) is expiring. The plan was developed in 2014-2015 and had a five-year time horizon for achievement. This plan took an outcome-based approach which included a change to the corporate vision and the development of five strategic priorities for each program area and corporate services. The plan was framed by pillars of *efficiency*, *effectiveness*, and *excellence* and underpinned by the organization's values. The 2020 plan was internally driven and developed through brainstorming and planning sessions with management staff – the Board provided input further on during a mid-term review.

In view of the above, it is time to revisit the Board's direction for the future and embark on the next round of strategic planning. The following sections present a proposed framework for developing the plan, and the process and next steps.

3.0 Proposed Strategic Planning Framework

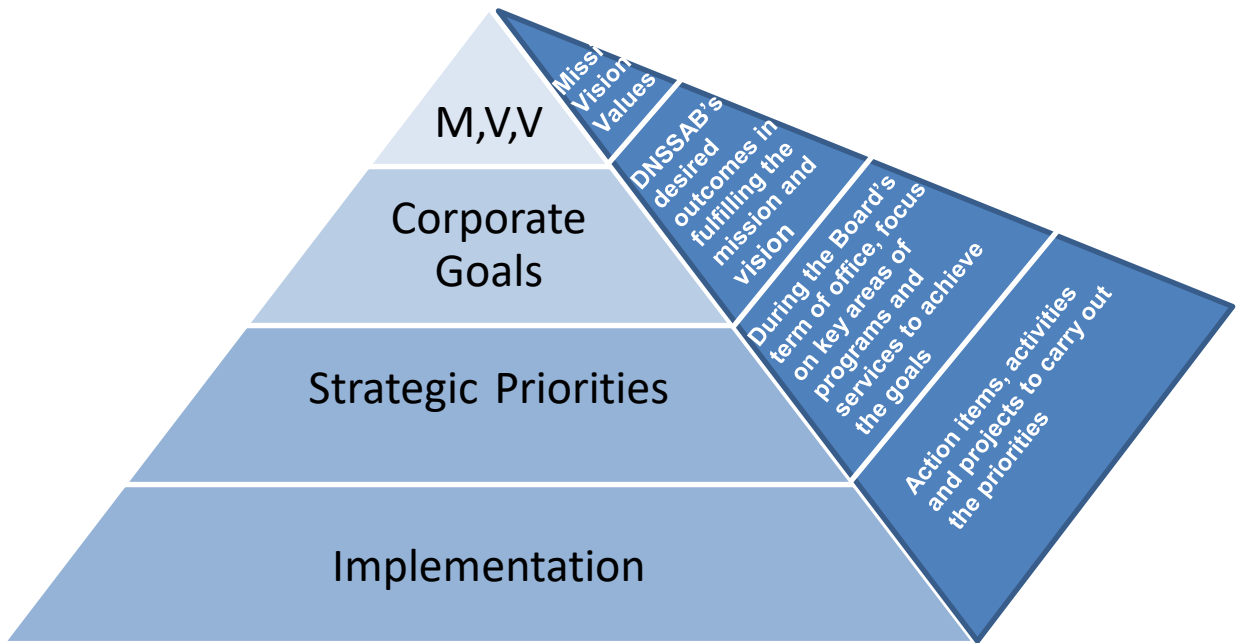
The following is a high-level summary of the proposed strategic planning framework that staff and the Board will employ to develop and implement the next plan. The framework takes a cascading approach.

The following planning framework (3.1 below) takes a goal-setting approach with a longer, 20-year time horizon. The corporate goals will be set in view of the vision and mission and will guide the organization through to 2040. Strategic priorities for achieving the goals will also be developed along with an implementation plan for priority execution and measuring progress. The strategic priorities and implementation activities will be revisited on a shorter, four-year planning cycle to align with each Board's term of office.

This framework brings the added benefit of providing corporate strategic direction over multiple Board terms, with each respective Board setting the priorities for their term of office. As many of the changes the DNSSAB is trying to affect are long-term propositions (such as reducing poverty) the longer time horizon offers greater

focus. Additionally, the framework brings a more regular, systematic approach to the Board’s planning process.

3.1 DNSSAB Strategic Planning Framework



M, V, V (Mission, Vision, Values)

Taken together, the DNSSAB’s Mission, Vision and Values present the organization’s value proposition to the community and stakeholders. While the vision communicates where the DNSSAB wants to be in the future, the mission indicates how it intends to get there and the Board’s reason for being. These are framed by the corporate values which represent the organization’s core beliefs and principles, and are front and centre in all behaviour and activities, decision-making, and interactions with stakeholders.

These key components will be informed by relevant information, data, and staff/Board input and revisited through planning workshops.

Corporate Goals

Corporate goals are needed to realize the aspirations of the more abstract mission and vision and they start to provide a tangible means for achievement. The goals represent the DNSSAB’s desired outcomes and everything the plan is to

accomplish in fulfilling the mission and vision. As mentioned earlier, it is recommended the Board take a 20-year look into the future for developing these goals which will transcend multiple Board terms.

The goals will be informed by relevant information, data, and staff/ Board input and developed by the senior team and the Board through respective planning workshops. The goals will also be vetted through the Board's three local planning tables.

Strategic Priorities

Developing strategic priorities (aka, 'strategic objectives') is next in the strategy cascading process and they start to operationalize the mission, vision, and goals above them. To attain the corporate goals the Board will need to focus on priorities in key areas of the programs and services. These priorities differ from 'regular' or operational priorities in that they are forward looking and focus on what matters most (corporate goals) to the Board. The priorities will also help the strategic plan to be more easily understood and communicated to the DNSSAB's stakeholders.

As mentioned earlier, the strategic priorities will align with the Board's term so this first set will have a three-year timeline (2022) for achievement.

The strategic priorities will be informed by relevant information, data, and staff/ Board input and developed by the senior team and the Board through respective planning workshops.

Implementation

As both the literature and experience show, many strategic plans are destined for the shelf without an implementation /action plan that operationalizes the mission, vision and goals which at this point are still somewhat abstract and high level. Plan implementation includes outlining the various action items, activities and projects that will be undertaken to carry out the strategic priorities and achieve the goals. The implementation /action phase also introduces accountability, measurement, and reporting, and provides a feedback loop for adjusting the strategic plan along the way if need be.

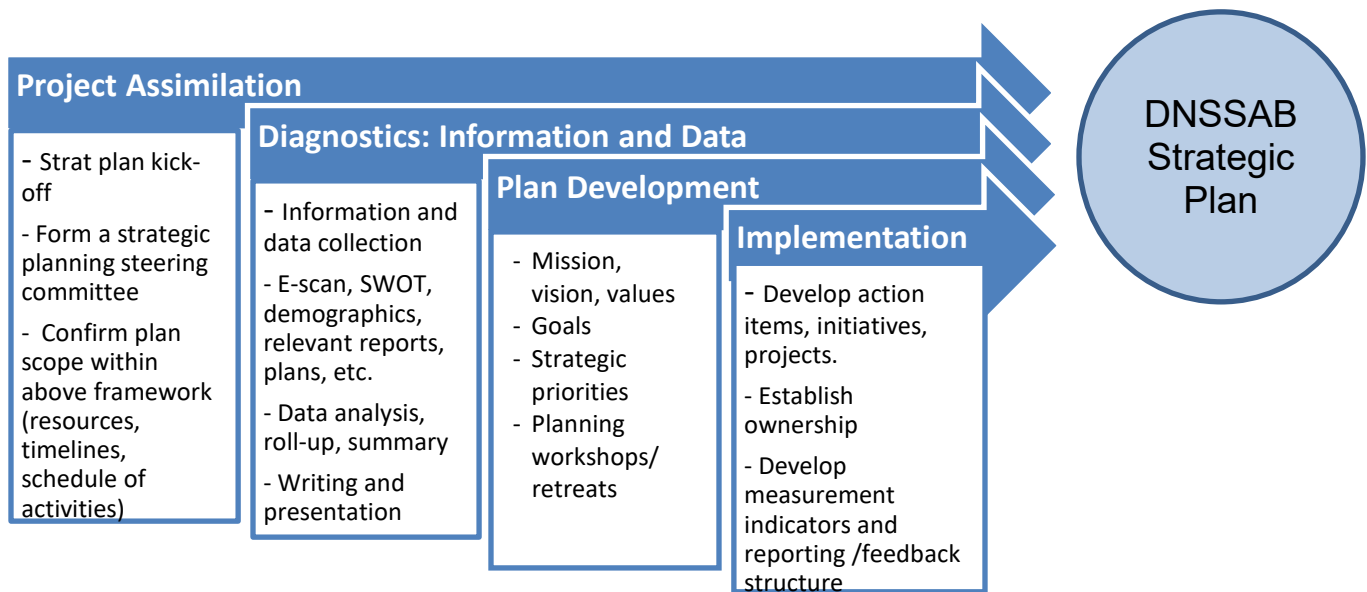
Under guidance of the strategic planning steering committee (see below) the implementation plan will be developed by the senior management team - specifically, the respective directors and managers working with their staff on implementation details.

4.0 Strategic Plan Communications and Branding

The strategic plan will also be a useful tool for communicating the Board's direction and corporate brand to the community and other stakeholders. Thus, a communication plan will also be developed and implemented to ensure engagement and the sharing of the plan, while also keeping the messaging consistent and maintaining the corporate brand. A report will be brought back to the Board prior to finalization of the Strategic Plan.

5.0 Planning Process and Next Steps

The figure below summarizes the planning process for the framework described above and the next steps in developing the strategic plan. While the process is somewhat sequential it also has overlaps and there can be different planning activities happening at the same time:



6.0 Conclusion

Over the years the DNSSAB has undertaken strategic planning in various forms and capacities. The current Strategic Plan 2020 is up for renewal and once again it is time for the Board to engage the planning process.

Following the planning framework and process presented in the paper will lead to a strategic plan that charts the Board's course for the future while also reflecting the Board's current priorities during the term of office. It is anticipated this process would be complete and the Strategic Plan presented for approval by Fall of 2020.

APPENDIX A

STRATEGIC PLAN 2020

OUR VISION: *Healthy communities without poverty*

OUR MISSION: *Proactively enabling inclusive, healthy and prosperous communities within the District of Nipissing through a focus on prevention, innovation and accessible human services*

EFFICIENCY

ONTARIO WORKS AND EMPLOYMENT

- ◆ Advocate, enhance and align internal employment programming and initiatives with the economic needs of the District.
- ◆ Focus on client centered services that recognize the challenges and opportunities facing clients on their path to self-sufficiency through employment.
- ◆ Deliver seamless service that is effective, efficient and enhances opportunities for feedback.
- ◆ Strengthen human resources strategies to attract personnel with targeted qualifications. i.e. mental health/addictions and employment
- ◆ Re-align existing resources to find efficiencies and better meet the needs

CHILDREN'S SERVICES

- ◆ Enhance focus on quality assurance reviews and metrics
- ◆ Further develop system to increase childcare capacity that aligns with Ontario's vision for early years
- ◆ Enhance sector capacity with targeted professional development and training opportunities
- ◆ Lead partners with effective and efficient special needs services
- ◆ Advocate for provincial resources to expand opportunities to access fee subsidy and target employment supports for those with children

EMERGENCY MEDICAL SERVICES

- ◆ Enhance health care system coordination by growing the role of Community Paramedicine and the use of target paramedical skills. i.e. Using paramedic skills and time more proficiently during "down times" in rural areas
- ◆ Increase response time focus by training more Emergency First Response Teams in targeted areas - provide incentives and recognition.
- ◆ Enhance the outcomes of our highest risk, frequent users and most vulnerable patients that are linked to the hospital system i.e. check ins and innovative best practices
- ◆ Advocate with partners for desired system changes in EMS i.e. funding formula, Ambulance Act, regulations and patient standards
- ◆ Maintain Nipissing District EMS services that meet or exceed provincial quality standards.

EFFECTIVENESS

HOUSING SERVICES

- ◆ Become local experts on our legislated responsibilities; build knowledge and capacity with stakeholders by providing effective coaching, mentoring and training opportunities
- ◆ Facilitate, support and maintain the integrity of the social housing system with sensible program and financial performance
- ◆ Work with our partners to implement the 10 Year Housing and Homelessness Plan and continue to focus on homelessness prevention
- ◆ Maintain excellent service system obligations by delivering efficient and effective customer service
- ◆ Facilitate and assist NDHC with their long-term social housing regeneration and modernization plan

CORPORATE SERVICES

- ◆ Targeted investments in technology for enhanced district wide electronic customer service delivery models, resource utilization and corporate risk management.
- ◆ Increase employee engagement and organizational talent capacity with targeted training and long-term talent management profiling by department
- ◆ Enhanced communication and community engagement through the use various media forms to share timely information and drive effective client and stakeholder feedback.
- ◆ Develop sound metrics and data systems to measure results of decisions and strategies and to streamline existing processes. This includes enhanced performance data management reporting, organizational and financial alignment and advanced data analysis - to drive informed decision-making with long-term planning (20-years).
- ◆ Continue drive for efficiency by exploring opportunities for shared services

EXCELLENCE



Putting People First

Pro-Active

Collaboration

Empowerment

Innovation

FIVE CORE VALUES MAKE UP OUR FOUNDATION AND ARE APPLIED TO EVERYTHING WE DO



Resolution No. 2020-30

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT That the District of Nipissing Social Services Administration Board (DNSSAB) moves in camera at _____.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY



Resolution No. 2020-31

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the District of Nipissing Social Services Administration Board (DNSSAB) adjourn the in camera at _____.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY



Resolution No. 2020-32

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the action/direction resulting from the in-camera discussion.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY



Resolution No. 2020-33

Carried:

Defeated:

Date: February 26, 2020

MOVED BY:

SECONDED BY:

Be It Resolved THAT the Board meeting be adjourned at _____ p.m.

CARRIED _____

MARK KING
CHAIRPERSON

CARRIED _____

CATHERINE MATHESON
SECRETARY