

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

REGULAR BOARD MEETING OF
Wednesday, June 24, 2020 - 1:30 PM
By Video Conference

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.

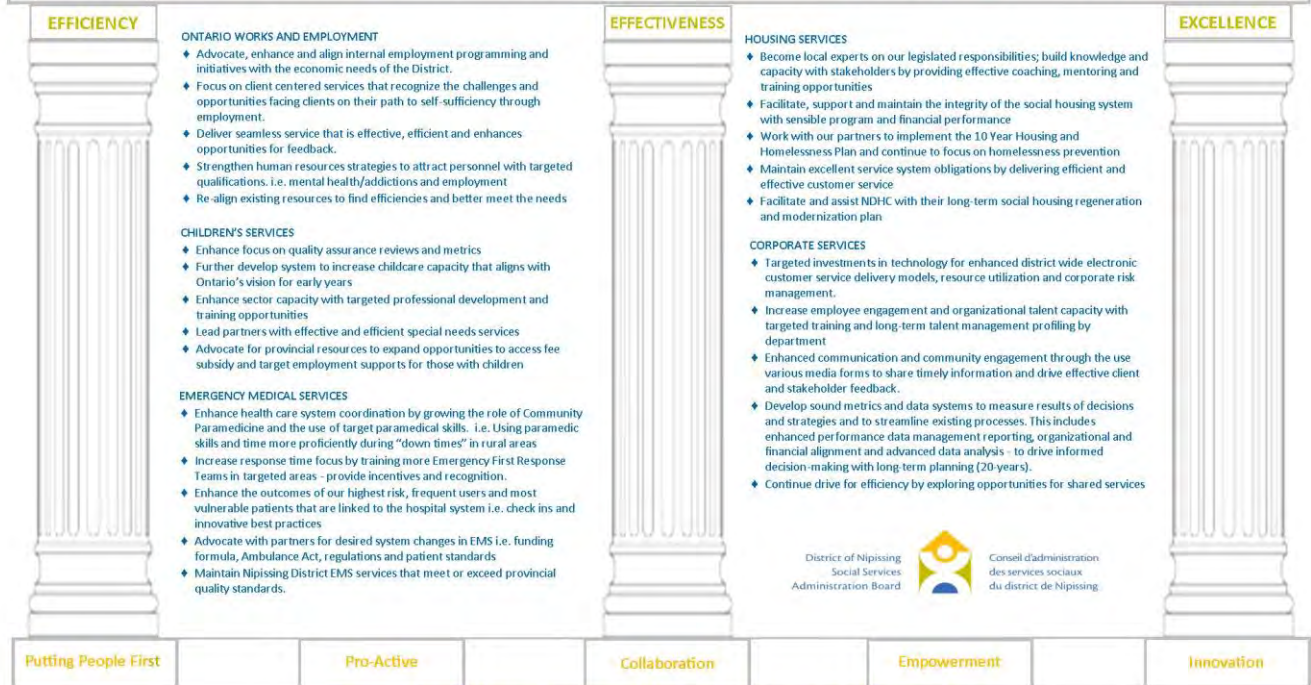
VISION 2019

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



REGULAR BOARD MEETING AGENDA

Healthy Communities without Poverty

Date: Wednesday, June 24, 2020

Time: 1:30 PM

Location: By video conference while pandemic protocols are in place

Join Zoom Meeting:

<https://zoom.us/j/99847111680?pwd=UWl2WkZBVDFBa2FXUU93ZXoxQXJUUT09>

Meeting ID: 998 4711 1680

Password: 768978

One tap mobile

+14388097799,,99847111680#,,1#,768978# Canada

+15873281099,,99847111680#,,1#,768978# Canada

Dial by your location

+1 647 374 4685 Toronto

+1 647 558 0588 Toronto

Members: **Councillor Mark King (Chair)**, Councillor Dan Roveda (Vice-Chair), Mayor Dean Backer, Councillor Mac Bain, Mayor Jane Dumas, Councillor Terry Kelly, Councillor Chris Mayne, Councillor Dave Mendicino, Mayor Dan O'Mara, Councillor Scott Robertson, Representative Amanda Smith, Councillor Bill Vrebosch.

Item	Topic
1.0	1.1 Call to Order MOTION: #2020-75 <i>Resolved</i> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of June 24, 2020 at _____ PM.

Item	Topic
	1.2 Declaration of Conflict of Interest
2.0	Opening remarks by the Chair
3.0	Approval of Agenda for June 24, 2020 MOTION: #2020-76 <i>Resolved</i> THAT Board members accept the Agenda as presented.
4.0	Approval of Minutes 4.1 MOTION: #2020-77-A <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of May 27, 2020. MOTION: #2020-77-B <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Finance and Administration Committee meeting of May 27, 2020.
5.0	5.1 Delegation – none at this time
6.0	CAO VERBAL UPDATE: 6.1 MOTION: #2020-78 That the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for June 24, 2020. 6.2 B07-20 COVID-19 - Organizational Risk Management Activities and Alternative Business Operating Models - Post Pandemic MOTION: #2020-79 That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note B07-20; COVID-19 Organizational Risk Management Activities and Alternative Business Operating Models Post Pandemic; and THAT alternative business operating models post pandemic be developed based upon lessons learned from risk management activities and in line with the principles of innovation, service excellence, efficiency, and cost containment; and THAT the alternative business operating models be presented to the Board for consideration prior to year-end.
7.0	CONSENT AGENDA -Reports for Information Only - All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion or removing any items on the Consent

Item	Topic
	<p><i>Agenda. Any item can be singled out for debate or a separate vote; then, only the remaining items will be voted on collectively.</i></p> <p>MOTION: #2020-80 That the District of Nipissing Social Services Administration Board (DNSSAB) receives Consent Agenda Items 7.1 to 7.5 for information purposes only.</p>
	<p>7.1 HS23-20 Low Barrier Shelter – Status Report</p> <p>Report HS23-20 describes an update on the emergency low-barrier shelter currently operating from the Pete Palangio Arena and is brought to the Board for information purposes.</p>
	<p>7.2 B01-20 Items for AMO Delegation</p> <p>Briefing note B01-20 is provides information on the intended program areas for advocacy and Board delegations at the upcoming AMO conference in August.</p>
	<p>7.3 EMS02-20 EMS New Structure</p> <p>Report EMS02-20 and the attached report in the appendix provides an update on the new EMS operating structure and is brought to the Board for information purposes.</p>
	<p>7.4 B02-20 Mental Health Supports for DNSSAB Employees</p> <p>Report B02-20 describes the DNSSAB workplace mental health supports that are in place for employees in response to COVID-19, and the report is brought to the Board for information purposes.</p>
	<p>7.5 CS06-20 Child Care Sector Funding – Impact on Nipissing’s EarlyON and Child Care Sector</p> <p>That the District of Nipissing Social Services Administrative Board (DNSSAB) Briefing Note CS06-20 for information purpose only.</p>
<p>8.0</p>	<p>MANAGERS REPORTS</p>
	<p>8.1 HS09-20 RFP for Transitional Housing Operator</p> <p>MOTION: #2020-81 That the Board (DNSSAB) authorizes staff to enter into an agreement with the successful proponent to operate the Gateway House – 16 unit transitional housing project, as outlined in report HS09-20.</p>

Item	Topic
	<p>8.2 HS22-29 EOI for Increasing Affordable Housing</p> <p>MOTION: #2020-82 That the Board (DNSSAB) approves the release of an Expression of Interest to solicit conceptual affordable housing development plans in the District of Nipissing as outlined in report HS22-20.</p>
	<p>8.3 B06-20 Policy Report on Healthy Community Fund</p> <p>MOTION: #2020-83 That the District of Nipissing Social Services Administration Board reviews the options for distributing this year's Healthy Communities Fund (HCF) as outlined in B06-20 and approves option #1 which is recommended by staff.</p>
	<p>8.4 DNSSAB By Laws (PRESENTATION)</p> <p>MOTION: #2020-84 That the Board (DNSSAB) accepts the presentation on the Revised DNSSAB By Laws for information.</p>
	<p>8.5 Policy New Committee Structure Terms of Reference</p> <p>MOTION: #2020-85 That the Board (DNSSAB) accepts the Committee of the Whole - Terms of Reference as outlined in report B05-20.</p>
	<p>8.6 Move In Camera</p> <p>MOTION: #2020-86 That the District of Nipissing Social Services Administrative Board (DNSSAB) moves in-camera at _____ to discuss a position or plan used in negotiation and a personnel matter.</p>
	<p>8.7 Adjourn In Camera</p> <p>MOTION: #2020-87 That the District of Nipissing Social Services Administrative Board (DNSSAB) adjourns in-camera at _____ .</p>
	<p>8.8 Accept In Camera</p> <p>MOTION: #2020-88 That the District of Nipissing Social Services Administrative Board</p>

Item	Topic
	(DNSSAB) approves the action/direction agreed to in-camera.
9.0	OTHER BUSINESS/CORRESPONDENCE
10.0	NEXT MEETING DATE Wednesday, September 23, 2020
11.0	ADJOURNMENT MOTION: #2020-89 <i>Resolved</i> THAT the Board meeting be adjourned at p.m.



MINUTES OF PROCEEDINGS

**REGULAR BOARD MEETING – WEDNESDAY MAY 27, 2020
2:00 PM VIA TELECONFERENCE**

MEMBERS PRESENT:

Councillor Mac Bain – (North Bay)
Mayor Dean Backer (East Nipissing)
Mayor Jane Dumas (South Algonquin)
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)
Councillor Dan Roveda Vice Chair (West Nipissing)
Councillor Scott Robertson (North Bay)
Representative Amanda Smith (Unincorporated)
Councillor Bill Vrebosch (North Bay)

REGRETS:

STAFF ATTENDANCE:

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

CALL TO ORDER

The regular Board Meeting was called to order at 2:03 PM by Chair Mark King.

DECLARATION OF CONFLICTS OF INTEREST

Representative Amanda Smith declared a conflict with item 8.3 as her employer is named in the report.

ADOPTION OF THE ROLL CALL

Resolution No. 2020-65

Moved by: Bill Vrebosch

Seconded by: Dave Mendicino

That the Board of Directors accepts the Roll Call as read for the Regular Board meeting of May 27, 2020.

Carried.

CHAIR'S REMARKS

The Chair welcomed everyone indicated that the Auditor has already presented the financial statements at the NDHC Board meeting and the Finance and Administration Committee meeting, so there will only be a resolution brought forward at this meeting to approve those statements. Thinking ahead to post-pandemic times, the economy is weak and the government is strapped for cash. Children's Services is experiencing a reversal of a commitment from the ministry, the low barrier shelter will also require more funding into the future, and there may be an influx of applications for Ontario Works. The FCM report spells out other challenges for municipalities, and there are concerns from municipalities about any increases to the levy. The CAO has spoken with many of the municipalities so far about their concerns.

ADOPTION OF THE AGENDA

Resolution No. 2020-66

Moved by: Jane Dumas

Seconded by: Dan Roveda

That the Board accepts the agenda for the Regular Board meeting of May 27, 2020.

Carried.

APPROVAL OF MINUTES

Resolution No. 2020-67-A

Moved by: Chris Mayne

Seconded by: Dave Mendicino

Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of April 22, 2020.

Carried.

Resolution No. 2020-67-A

Moved by: Dan Roveda

Seconded by: Terry Kelly

Resolved THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of April 22, 2020.

Carried.

DELEGATIONS

There were no delegations.

CAO VERBAL UPDATE

Resolution No. 2020-68

Moved by: Terry Kelly

Seconded by: Dave Mendicino

That the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Report for May 27, 2020.

CAO Catherine Matheson asked for direction in advocating to federal and provincial levels of government through letters, for the most part, for shelter dealing with most vulnerable population. Currently the low barrier shelter is running from the twin pad arena, and may be able to stay until end of July. Funding for shelter will stop at end of June. The shelter offers 24/7 services running at occupancy of about 28 people a night. The first few months was supported from federal funding through Reaching Home as well as provincial funding. Without funding there will be no shelter as of June 30th. DNSSAB will continue to advocate as best we can, and will be making presentations virtually at AMO in August. Long term care gaps and homeless shelters have been identified as high risk by province. We're hopeful there will be funding coming into play [loss of internet caused a pause in the CAO Report]

The last of the three Gormanville Road properties has sold.

She highlighted the financial implications related to COVID and the risks involved. Child care remains at high risk and Ontario Works may be a concern in the future with loss of CERB.

The CAO indicated the report about the potential of the DSSABs being the de facto oversight agency for the OPP is another controversial area. She indicated this is not a one size fits all solution across the province and that NOSDA will not be taking a position on this, adding that individual DSSABs can provide input in the consultation process. There was discussion about this topic, the different boundaries among DSSABs, Health Units, Conservation Authorities and municipalities, about how there are more OPP detachments than DSSABs, and the various challenges and inconsistencies the idea of an oversight board within the DNSSAB would pose to the Nipissing District.

The CAO reiterated there is no position taken by NOSDA. Marianne will redistribute the report to members. Guidance was offered in managing the correspondence to government and after some discussion, there was consensus to proceed with the letter writing immediately.

Carried.

CONSENT AGENDA - Reports for Information Only
Resolution No. 2020-69

Moved by: Terry Kelly

Seconded by: Dave Mendicino

That the District of Nipissing Social Services Administration Board (DNSSAB) receives Consent Agenda Items 7.1 to 7.5 for information purposes only.

7.1 FA09-20, COVID-19 Workplace Pandemic Plan Update

7.2 FA10-20 Staff Survey Results

7.3 Approval of Audited Financial Statements as approved by Resolution FA #2020-04

7.4 Appointment of Auditor as approved by Resolution FA #2020-07 and as outlined in FA08-20.

7.5 FA11-20 Federation of Canadian Municipalities Report: *Protecting vital municipal services*

[Consent Agenda items were, for the most part, discussed one by one and approved individually rather than as a group.]

7.1 FA09-20, COVID-19 Workplace Pandemic Plan Update

7.2 FA10-20 Staff Survey Results

There was discussion about items 7.1 and 7.2 and overall approval of DNSSAB's attention to staff morale, productivity and the monitoring of both. There were suggestions that productivity monitoring software be purchased, and that staff may not appreciate remote work long term due to the absence of regular interaction with coworkers, and that some workers would be challenged to put their work down. The CAO indicated the situation will continue to be monitored and a paper will be brought back in the future that identifies these concerns, and the impact on the community and staff.

7.3 Approval of Audited Financial Statements as approved by Resolution FA #2020-04

Moved by: Dan O'Mara

Seconded by: Dave Mendicino

Carried

7.4 Appointment of Auditor as approved by Resolution

Moved by: Terry Kelly

Seconded by: Jane Dumas

7.5 FA11-20 Federation of Canadian Municipalities Report: Protecting vital municipal services

There was already discussion about this item in the CAO Report, and the item was carried as part of the Consent Agenda.

MANAGERS REPORTS

HS12-20 Canada – Ontario Housing Benefit (COHB): Administration Plan

RESOLUTION: #2020-70

Moved by: Terry Kelly

Seconded by: Dan O'Mara

That the Board (DNSSAB) approves the implementation of the new Canada – Ontario Housing Benefit (COHB) Program for the District of Nipissing as set out in report HS12-20.

Housing Services Manager, Stacey Cyopeck explained how what was once known as the Portable Housing Benefit is replaced by the Canada-Ontario Housing Benefit Program, a jointly funded program by the Federal and Provincial Governments. The new program aims to increase affordability and flexibility of housing options for those on or eligible to be on the Housing Access Waitlist. The recommended administration plan will assist people at risk of homelessness, people fleeing domestic violence and Indigenous people. She indicated DNSSAB has received a specific allocation of \$195K, however, the funds are administered directly by the Ministry of Finance. DNSSAB staff will be assisting with completing the applications and forwarding the applications to MOF. As the allocation is provided on a "use it or lose it" basis, it's imperative to begin submitting applications shortly.

[Bill Vrebosch joined the meeting at 2:54 PM]

Carried

HS13-20 F Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – Investment Plan Amendments

RESOLUTION: #2020-71

Moved by: Chris Mayne

Seconded by: Scott Robertson

That the Board (DNSSAB) approves the Investment Plan amendments to the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI), attached as Appendix A, for the District of Nipissing as set out in report HS13-20.

Housing Services Manager, Stacey Cyopeck explained how this report amends one previously approved by the Board and that the changes under the Capital components provide flexibility for the transitional housing project with the least impact as possible on the municipal levy. Additional changes in the third year of the program further support the creation of affordable housing units. She reviewed the amendments with board members.

Carried

8.3 HS14-29 Transitional Housing Project Name

RESOLUTION: #2020-72

Moved by: Dave Mendicino

Seconded by: Dan O'Mara

That the Board (DNSSAB) receives report HS14-20 selecting Option 1 for the name of the future transitional housing project located at 590 Chippewa Street West in North Bay.

The CAO indicated that some jurisdictions have strict policies for naming things. In this case, there is not policy and the name Gateway House was attached to the application as required. Options were provided to the Board to choose another name and all agreed on Option 1 – Gateway House.

Carried

CS04-20 Child Care Funding Concerns

RESOLUTION: #2020-73

Moved by: Dan Roveda

Seconded by: Mac Bain

The CAO began the discussion, adding that in both the Chair's remarks and CAO report it was noted that things are changing rapidly due to COVID-19 as is evidenced with the province changing decisions. Children's Services Director Lynn Demore-Pitre explained how child care programs are funded, how the state of emergency affects child care, and how the sustainability of operators is questionable without

the province changing its funding to support providers. The province now wants providers to access all federally funded programming first, which makes it very complicated and time consuming for operators already struggling. And some concerned they won't survive this. The program is still waiting for direction from the Ministry, and will report back to the Board in June on the impact on the service system. The CAO strongly advocates for writing letters to act quickly and this discussion is already under way. Other DSSABs are taking similar action. There was also discussion of sending consistent information in a letter to the Ontario Treasurers Association. After further discussion, it was agreed that a letter to the Minister of Education be sent to MPPs within the Nipissing District as well.

That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note CS04-20 and that the DNSSAB Board send a letter to Minister Stephen Lecce requesting that the decision to retroactively implement Ontario's Plan to support financial sustainability within the early years and child care sector be reconsidered and set to May 1, 2020.

Carried.

NEW BUSINESS

There was no new business raised.

NEXT MEETING DATE

Wednesday, June 24 starting at noon via videoconference.

ADJOURNMENT

Resolution No. 2020-74

Moved by: Dan O'Mara

Seconded by: Bill Vrebosch

RESOLVED that the Board meeting be adjourned at 3:35 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



MINUTES OF PROCEEDINGS

COMMITTEE OF THE WHOLE – FINANCE AND ADMINISTRATION COMMITTEE MEETING WEDNESDAY MAY 27, 2020 1:00 PM VIA TELECONFERENCE

MEMBERS PRESENT:

Mayor Dean Backer (East Nipissing)
Mayor Jane Dumas (South Algonquin)
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)
Councillor Scott Robertson (North Bay)
Councillor Dan Roveda - Vice Chair (West Nipissing)
Representative Amanda Smith (Unincorporated)

REGRETS:

Councillor Mac Bain – (North Bay)
Councillor Bill Vrebosch (North Bay)

STAFF ATTENDANCE:

Catherine Matheson, CAO
Marianne Zadra, Executive Coordinator and Communications
Melanie Shaye, Director of Corporate Services
Michelle Glabb, Director of Social Services and Employment
Lynn Demore-Pitre
Stacey Cyopeck, Manager, Housing Programs
Pierre Guenette, Manager, Housing Operations

Justin Avery, Manager of Finance
Dawn Carlyle, Project Manager

CALL TO ORDER

The Finance and Administration Committee was called to order at 1:04 PM by Chair Mark King. The Chair welcomed everyone to the first Finance and Administration Committee. He commented that the Auditor will be presenting the DNSSAB consolidated financial statements. He also indicated that Finance Manager Justin Avery has prepared the Q1 report, emphasizing that the report only runs until the end of March and doesn't take into consideration the effects of the bulk of the pandemic to date, and that things can change dramatically by the end of the year.

DECLARATION OF CONFLICTS OF INTEREST

No conflicts were declared.

ADOPTION OF THE AGENDA

RESOLUTION: FA #2020-01

MOVED BY: Dan Roveda
SECONDED BY: Dave Mendicino

That the Committee of the Whole accepts the agenda for the Finance and Administration Committee of May 27, 2020.

Carried.

DELEGATIONS – Audited Financial Statements presented by Dean Decaire – BDO

RESOLUTION: FA #2020-02

MOVED BY: Scott Robertson
SECONDED BY: Terry Kelly

BE IT RESOLVED that the Audited Financial Statements for the year ending December 31, 2019, be approved, as presented.

The auditor walked members through the external audit program for 2019 and the non-consolidated statements. The auditor offered kudos to the Finance Manager and his team for preparing a great audit. He advised caution over the next year because of the

effects of COVID-19, and the DNSSAB's role in transferring money to those most in need.

When asked, he indicated that while outside of the audit's scope, the percentage of the budget is extremely small for administration. The average is 10.5% and the DNSSAB's is 4.5% and includes other costs. He indicated that to provide exceptional service on a low administration budget shows management is doing its job extremely well.

When asked where the focus should be, the auditor indicated DNSSAB will see pressure on cash flow and the expense line as the vulnerable may be more impacted by the pandemic, and agencies relying on transfer payments.

The Chair thanked Mr. Decaire.

Carried.

Consent Agenda

RESOLUTION: FA #2020-03

MOVED BY: Dave Mendicino
SECONDED BY: Chris Mayne

That the Committee receives for information purposes Consent Agenda item 5.1.
5.1 FA05-20 Q1 Financial Report

Carried.

MANAGERS REPORTS

Annual Investment Report

RESOLUTION: FA #06-2020

MOVED BY: Chris Mayne
SECONDED BY: Terry Kelly

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the investment portfolio and the investment strategy going forward as per report FA06-20.

Manager of Finance Justin Avery reviewed the contents of the investment portfolio with one, two and three year GICs to lock in current interest rates before they go down further. In response to a question, he indicated the interest earned is to help offset the cost of operations in the organization.

Carried.

**FA08-20 Appointment of Auditor
RESOLUTION: FA #2020-05**

MOVED BY: Dan O'Mara
SECONDED BY: Dave Mendicino

That the District of Nipissing Social Services Administration Board (DNSSAB) re-appoints the firm BDO Canada LLP as its auditor for the year ending December 31, 2021.

Carried.

OTHER BUSINESS

There was no other business.

NEXT MEETING DATE

Wednesday, June 24 - DNSSAB Board to meet electronically.

ADJOURNMENT

RESOLUTION FA#2020-06

Moved by: Dan O'Mara
Seconded by: Scott Robertson

That the Finance and Administration Committee meeting be adjourned at 1:50 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

BRIEFING NOTE B07-20

For information For Approval

Date: June 24, 2020

Purpose: COVID-19 - Organizational Risk Management Activities and Alternative Business Operating Models - Post Pandemic

Prepared by: Catherine Matheson, CAO

RECOMMENDATION:

That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note B07-20; COVID-19 Organizational Risk Management Activities and Alternative Business Operating Models Post Pandemic; and

THAT alternative business operating models post pandemic be developed based upon lessons learned from risk management activities and in line with the principles of innovation, service excellence, efficiency, and cost containment; and

THAT the alternative business operating models be presented to the Board for consideration prior to year-end.

BACKGROUND:

On December 31, 2019, cases of pneumonia of unknown cause were detected in China and reported to the local office of the World Health Organization (WHO). By the end of the following week the pneumonia was isolated and identified as a new type of coronavirus, 2019-nCoV (later named COVID-19). By the end of January 2020, the WHO had declared the coronavirus outbreak 'a public health emergency of international concern'. The virus has been spreading exponentially and as of June 14th, there are 7.69 million cases of reported corona virus, including 427,630 deaths reported. More locally, there have been 98,787 cases in Canada and about 32,189 cases in Ontario at the time of this writing.

The Canadian government and Province of Ontario responded by imposing various emergency measures including travel restrictions, border-closings, and mandatory self-isolation for travelers returning to Canada, closure of schools, childcare centres (other than

for emergency frontline workers), and non-essential businesses; stringent social distancing and self-isolation measures; and emergency funding to name just a few.

DNSSAB RISK MANAGEMENT ACTIVITIES

In response to the evolving COVID-19 pandemic, the DNSSAB senior management team began developing a DNSSAB business continuity and pandemic plan on March 12, 2020 (while the organization had undertaken some emergency planning in the past, there was nothing in place to ensure that the organization could continue to operate during an emergency like COVID-19). The plan included developing protocols for employees reporting to work and working remotely during the pandemic, and workforce changes and scheduling. Business continuity was also established by identifying critical core business functions by department and putting the processes and activities in place to ensure these functions continue through all stages of the pandemic (i.e., containment, mitigation, and recovery). The technology required to execute the plan (for example, remote work access) was also identified and put into place along with the necessary training for employees. The plan also included a communications strategy, health and safety considerations and labour relations.

The EOC team maintained daily communications and fanned out communication daily to the staff of the organization. The union executive and the joint Health and Safety committees were engaged for effective planning and implementation of business operational changes and mitigation strategies. Similar feedback mechanisms were employed with the Board and at the provincial government levels, daily communication ensued with the program directors, Assistant Deputy Ministers and Deputy Ministers.

Provincial and federal direction at the onset of the pandemic encouraged social distancing, closure of non-essential services and remote delivery of service where possible. As was the case with other CMSMs and DSSABs the decision was made early to move to a remote model of service delivery where transactions and services could be provided by telephone. Contracted services such as EMS, Child Care, homeless shelters, housing operations support and emergency financial services to chronically homeless individuals continued the requirement for face to face interaction with due consideration for personal protective equipment for staff.

DNSSAB operates from two main locations (City Hall and Main Street North Bay) and three satellite sites (West Nipissing, Mattawa, and South Algonquin). To manage the risk, remote work was undertaken where possible and the satellite offices including the Main Street North Bay housing office were all temporarily closed.

Most recently the federal and provincial governments have responded to the lower incidence of COVID-19 with some gradual re-opening of businesses and services to support economic recovery and support safe social interaction amongst small groups of people. These measures are being implemented with a close monitoring to changing spread of the disease. Testing and tracing of the disease are key to the gradual re-opening

activities. While there is an expected second wave of high incidence of the virus in the fall of 2020, significant effort globally continues to find a vaccine to eradicate this disease.

ALTERNATIVE BUSINESS OPERATING MODELS POST PANDEMIC

The Ontario Municipal Social Services Association, of which DNSSAB is a member, undertook a survey of members to determine lessons learned from the altered business activities during COVID and to determine the degree of alternative business planning for post pandemic. Results of the service system managers across the Province indicate the following:

- 83% are considering changes to business practices post pandemic
- The following factors were noted as driving the changes being considered
 - Space Utilization 76%
 - Improved Client Outcomes 66%
 - Financial Savings 49%
 - Organizational Sustainability 49%
 - Recruitment/Retention of Staff 38%

The provincial government is also considering new business models for service system managers and has established a cross ministerial team to consider potential changes to provincial requirements such as “wet signatures”. The CMSMs and DSSABs, with the support of OMSSA, will continue to collaborate for alternative business options for the future.

NEXT STEPS:

It is recommended that DNSSAB continue to look at alternative business operating models post pandemic given lessons learned during the Risk Management Strategies for COVID-19. Such alternatives should be premised upon principles of service excellence, efficiency in service delivery, cost containment, and innovation. The analysis will be brought back to the Board for consideration in advance of year end.

BRIEFING NOTE #HS23-20

For information For Approval

Date: June 24, 2020

Purpose: Emergency Low-Barrier Shelter Update

Prepared by: Stacey Cyopeck, Manager, Housing Programs

Reviewed by: Catherine Matheson, CAO

INFORMATION:

Report HS23-20 describes an update on the emergency low-barrier shelter currently operating from the Pete Palangio Arena and is brought to the Board for information purposes.

BACKGROUND:

- On March 17th, 2020, a State of Emergency was declared in Ontario in response to the emergence of COVID-19.
- In response to the State of Emergency, a temporary low-barrier shelter was established at the YMCA in North Bay. Nipissing Mental Health Housing and Support Services (NMHHSS) served as the shelter operator.
- April 16th, 2020, the emergency low-barrier shelter moved from the YMCA to the Pete Palangio Arena in order to increase capacity and have dedicated isolation space.
- DNSSAB has been able to support the emergency low-barrier shelter through emergency COVID-19 funding provided under the Social Services Relief Fund (Provincial) and Reaching Home (Federal). To date, \$589,200 has been received from the provincial government and \$292,252 from the federal government.

CURRENT STATUS:

- NMHHSS, in addition to overseeing the operations of the shelter, provides mental health support services as well as rapid re-housing supports to shelter residents.
- Shelter residents have also benefited from ancillary services such as medical oversight from the Nurse Practitioner Led Clinic, AIDS Committee and psychosocial support from the North Bay Community Counselling Centre. St. Johns Anglican Church, the North Bay Gathering Place and the North Bay Recovery Home have been instrumental in providing meals to the Centre.
- Nurse Practitioner-Led Clinic (NPLC) has provided recommendations on screening and isolation processes and appropriate usage of Personal Protective Equipment (PPE) for

staff. Moreover, NPLC staff have provided physical assessments, consultations, and minor wound care to shelter users.

- North Bay Police Services have been instrumental in assisting to keep the shelter safe and welcoming.
- Since April 1st, 2020, the emergency low-barrier shelter has averaged 27 guests nightly (22 male and 5 female). Figure 1 below shows the shelter occupancy from May 16th to June 2nd, 2020

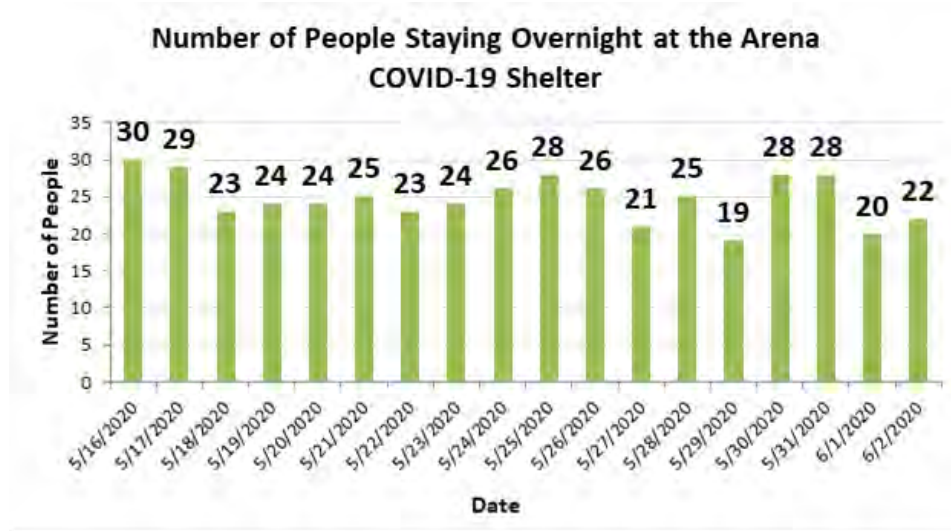


Figure 1 - Shelter occupancy from May 16-June 2.

- The City of North Bay has authorized the continued use of the Pete Palangio Arena until July 31st, 2020
- Currently, funding is only available to support the shelter through to the first week of July, 2020
- DNSSAB has submitted additional funding requests to the provincial and federal governments to support the continued operation of the emergency low-barrier shelter, as well as supports to social services organizations across the District. Funding request letters were also sent to the local MPs and MPPs including the associated provincial and federal Ministers.

RISK IDENTIFIED AND MITIGATION:

As noted above, funding for the shelter is only available through to the first week of July, 2020. The DNSSAB has been heavily advocating to the provincial and federal governments for additional funding. Should funding not be available, the DNSSAB along with NMHSS and related community partners will work on a transition plan to close the shelter while assisting individuals with other housing options available in the community.

CONCLUSION:

The low-barrier shelter has been truly impactful in mitigating the risk of the most marginalized and vulnerable citizens. It is clear that there is an on-going need for a low-barrier shelter in North Bay to support this population. DNSSAB will continue to advocate to all levels of government for the continued operation of a low-barrier shelter.

BRIEFING NOTE B01-20

For information For Approval

Date: June 24, 2020

Purpose: **Association of Municipalities Ontario (AMO) Conference 2020**

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

Reviewed by: Catherine Matheson, CAO

FOR INFORMATION:

Briefing note B01-20 provides information on the intended program areas for advocacy and Board delegations at the upcoming AMO conference in August.

BACKGROUND

The Association of Municipalities Ontario (AMO) hosts a combined policy conference and AGM every year to engage political and municipal leadership and other stakeholders. In view of the current pandemic and social distancing requirements, this year's conference will be held virtually, August 17-19.

Historically, the Board has sent a delegation to the AMO conference to advocate for various DNSSAB programs based on the public policy environment at the time, and the needs of clients, staff, and the member municipalities and areas. As this is the last Board meeting before the AMO conference in August, staff is preparing the Board for this year's upcoming AMO delegations in advance.

BOARD PROGRAMS FOR AMO DELEGATION:

The following tables summarize the details of the program areas for this year's AMO delegations and provide a brief description for each.

Children's Services

Program	Child Care and Early Years Expansion Plan and Administration.
Ministry	Ontario Ministry of Education.
Issue	Planned changes to ministry funding for 2021 and 2022 will significantly increase the municipal share of childcare costs.
Impact	The estimated levy increase in 2021 is about \$370,000 (1.8%). The increase for 2022 has not yet been calculated.
Ask	Reverse the planned changes to funding for 2021 and 2022.
Description	<p>Starting January 1, 2020, service managers are required to cost-share the operating component of childcare expansion plans at a provincial / municipal split of 80/20. Next year (2021), in addition to the current municipal contribution for childcare expansion, municipalities will also be required to fund half of the cost for administering the childcare and early years program. And finally, in 2022, the maximum amount that service managers can spend on administering the childcare and early years program is being reduced to 5.0% (from 10.0%).</p> <p>The Board's constituent municipalities are starting to face tremendous funding pressure exacerbated by the Covid-19 pandemic and we ask that the ministry reverse these funding changes for 2021 and 2022.</p>

EMS

Program	EMS Operating Budget.
Ministry	Ontario Ministry of Health.
Issue	The local EMS system required a significant investment by the Board to address operational challenges and modernize the system to present-day standards in Ontario.
Impact	6.1% increase to the 2020 Nipissing EMS budget.
Ask	That the ministry recognizes the significant investment by the Board and continues to match the municipal investment in 2021 and beyond. The district's municipalities are unable to bear further increases or funding pressures.
Description	In 2019 a number of factors came together to create a perfect storm and turmoil in the local EMS system. These factors included uncertainty in

	<p>provincial EMS policy and funding, a relatively sudden change in EMS senior leadership, and operations challenges due to an outdated structure. This made for an unstable operating year and introduced considerable risk into the system.</p> <p>In response to the above the Board has made a significant investment in the local EMS system to modernize the operating structure and address gaps and challenges in the ambulance system. We ask that the ministry continues to match municipal investments and to not transfer additional EMS funding pressure to the municipalities.</p>
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Housing Services (Programs)

Program	Homelessness.
Ministry	Ontario Ministry of Municipal Affairs and Housing.
Issue	The district is experiencing a steady increase in homelessness and this has been amplified most recently by the Covid-19 pandemic. While there are women’s and family shelters in the district there is no <i>low barrier shelter</i> to house those who do not meet the entrance criteria of the other shelters – often the most marginalized and vulnerable citizens.
Impact	The homelessness problem has become a visible one in downtown North Bay – the district’s main population centre. The problem has drawn concern from local residents and started to affect business in the downtown core. The homeless problem escalated to the point of the City Mayor forming a Mental Health and Addictions Roundtable to address the issue. The Covid-19 pandemic was then the tipping point that forced the creation of a temporary low barrier shelter for this homeless population.
Ask	\$2.4 Million /year to operate a low-barrier shelter.
Description	<p>The emergency shelters in Nipissing District have been under increasing pressure with a rise in homelessness over the past few years as measured by various indicators. The Mayor’s Mental Health and Addictions Roundtable was formed in the fall of 2019 to address the issue and offer solutions. One of the table’s main recommendations was the creation of a ‘Transitional Housing and Stabilization Centre’ which would include both, a low barrier shelter and transitional housing.</p> <p>The Board has been actively involved with the Mayor’s roundtable (above) and is now working with community partners to develop and operate a new low barrier shelter and transitional housing. With the onset of Covid-19 the Board and community needed to fast-track their planning</p>

	<p>and solution for this homeless population and have temporarily converted an arena in to a low barrier shelter. The shelter has various supports including medical and psychosocial services provided by the nurse practitioner clinic and local counselling centre. Since the beginning of April, the shelter has averaged 27 guests nightly.</p> <p>The temporary low-barrier shelter has been impactful in mitigating the risk of the most marginalized and vulnerable citizens during the pandemic. However, the Board and community need to return to working on a permanent solution as the arena is only available to the first week of July. The Board is currently working on the development of transitional housing and is considering how best to proceed with the low barrier shelter, given the lack of capital and operating dollars.</p>
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Program	Affordable Housing.
Ministry	Ontario Ministry of Municipal Affairs and Housing.
Issue	There continues to be a lack of affordable housing in urban and rural areas of Nipissing District.
Impact	When people do not have access to affordable housing their health can deteriorate and they experience negative social and economic outcomes.
Ask	The Board requires the continuing financial support of the provincial and federal governments to increase the local supply of affordable housing.
Description	<p>One of the strategic objectives in the Board’s housing and homelessness plan is to increase the housing affordability and options along the housing continuum in Nipissing District. While the Board and community are making progress in this area we need to continue the effort and not let up.</p> <p>Unfortunately, the Board’s latest research continues to show that a variety of housing stock is still needed across the district in order to ensure that all residents have access to affordable, suitable, and adequate housing. This requires increasing the housing supply along various points of the continuum including, shelters, transitional and supportive housing; and affordable rental housing and homeownership. In some cases, this housing is targeted to specific groups and also requires services and supports, either on premise 24/7 or available externally in the community.</p> <p>The Board has been working closely with community partners and other stakeholders to address the above housing supply issues. The past financial assistance by the provincial and federal government has been crucial for increasing the local supply and will continue to be in the future. The Board asks the provincial government to continue the investment in affordable housing regardless of mounting cost pressures in other areas.</p>

Ontario Works

Program	Ontario Works.
Ministry	Ministry of Children, Community and Social Services.
Issue	The OW program continues to be administered through a myriad of complex rules and regulations, including the requirement for wet signatures on many forms.
Impact	This requirement creates unnecessary workload pressures and leads to inefficiencies. It also presents a barrier to working remotely, for example, in the post-Covid environment.
Ask	The Nipissing DSSAB would like to be considered as a pilot site for the ministry's modernization strategies including electronic signatures.
Description	<p>There has been a continuous evolution of social assistance programming since its inception. Despite this evolution, the Ontario Works program continues to be inundated by a myriad of complex rules and regulations. One of these rules is the need for wet signatures on forms from applicants/recipients at various stages of administering the program such as the application, outcome plans, assignment of benefit forms, etc.</p> <p>During the pandemic the province lifted the requirement for wet signatures. While this strategy was necessary to prevent the potential spread of COVID-19, it has also resulted in innovative conversations about service delivery models across the province. The need for "wet signatures" creates workload pressures and administrative inefficiencies that could be mitigated through a more modern approach.</p> <p>The province has indicated that it is working on implementing a pilot before year end on modernization strategies including electronic signatures. The Board asks the province to continue engaging CMSM's and DSSAB's fully in all conversations that seek to modernize the delivery of social assistance in Ontario. Furthermore, the Board would like to express interest in becoming a pilot site for the modernization strategies and the electronic signatures.</p>

Program	Ontario Works.
Ministry	Ministry of Children, Community and Social Services.
Issue	The Board is concerned that a group of OW clients who require life stabilization will be neglected and lost in the provincial employment transformation and shuffle. Through a Nipissing employment readiness

	<p>assessment, these clients have been identified as being significantly marginalized and detached from the workforce – they require life stabilization before employment becomes a viable option. Depending on the status and progress of the provincial employment transformation, simply transferring this group over to a designated employment service provider will not be effective and could even be detrimental to the clients. A one-size-fits all approach will not work to meet the diverse needs of the Ontario Works population.</p>
Impact	<p>Failing to take into account the needs of the client group described above during employment transformation and service modernization could result in this group falling through the cracks. This could lead to negative outcomes such as poorer health and homelessness, and would likely increase recidivism, time on social assistance, and costs.</p>
Ask	<p>The Board asks that the province continue to engage CMSMs and DSSABs fully in all conversations pertaining to employment transformation and the modernization of social assistance delivery in Ontario.</p> <p>Furthermore, the Board also asks that the province take the needs of this life stabilization group (above) into consideration during employment transformation and when developing strategies that seek to streamline social assistance delivery.</p>
Description	<p>The needs of OW clients can vary significantly and require different strategies and activities to connect them to the labour market and/or other services in the community. Some of the clients are significantly detached from employment and the workforce, and require life stabilization before employment becomes a viable option.</p> <p>In Nipissing the staff has stratified the OW caseload into three target groups based on a common assessment - these are <i>Life Stabilization</i>, <i>Preparing for Employment</i> and <i>Job Ready</i>. As mentioned above, the life stabilization group is highly marginalized and face multiple barriers to employment. With the Province’s employment transformation and other modernization efforts on the horizon, the Board is concerned about this group falling through the cracks and ending up with even poorer outcomes.</p> <p>As the Province moves forward with the employment services transformation and social assistance reform, there is an opportunity for CMSMs and DSSABs to help shape the direction of these changes. It is imperative that the ministry consult with the service managers throughout these initiatives and take into account the needs of the life stabilization group when making system changes.</p>

BRIEFING NOTE EMS02-20

For Information For Decision For Approval For Advocacy

Date: June 24, 2020

Purpose: Nipissing EMS Structure Update

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

Reviewed by: Catherine Matheson, CAO

Information

Report EMS02-20 and the attached report in the appendix provides an update on the new EMS operating structure and is brought to the Board for information purposes.

Background

Last year was one of volatility and change for Nipissing EMS. A number of factors came together to create a perfect storm and turmoil in the local ambulance system. These factors included uncertainty in provincial EMS policy and funding, a relatively sudden change in EMS senior leadership, operations challenges, and concerns over outdated inter-operator agreements and scope of work. Combined with EMS budget and deficit increases over the past number of years, this made for an unstable operating year and introduced considerable risk into the system.

In response to the above pressures the ambulance operators and DNSSAB staff hit the 'reset' button and undertook an extensive review of the situation including looking at the EMS operating structure and the merits of consolidating ambulance stations and operations. A business case for the Mattawa station consolidation and a new operating structure was brought to the Board in the early fall, and after a number of committee meetings, presentations and discussions, the Board approved the consolidation and the new EMS structure at the December, 2019 Board meeting.

Operating Structure Update

The attached report in the appendix from the Nipissing EMS Chief (acting), *EMS in Nipissing District, Paramedic Commanders-2020 Structure Change* provides an update on the new EMS operating structure and performance since the recent implementation. Some of the key points and highlights are summarized below but it is recommended that the full report be read for additional detail and the complete update.

At the core of the new EMS operating structure is the introduction of four platoon commander positions to strengthen operations and provide increased oversight and quality assurance. This would address the gaps that were previously identified in these areas while also modernizing the system to bring it in-line with other EMS operations in Ontario.

In January, 2020 the NBRHC HR staff commenced meetings with the paramedic CUPE union to discuss the operational restructuring and Mattawa consolidation, as it pertained to the paramedics and changes in the collective agreement. (Note: since these initial meetings a union issue has since come up – see Risk Identification and Mitigation). Following these meetings the commander recruitment and selection process started in mid-February, 2020 and the commanders were hired and in place by the end of March. As chance would have it, the new operating structure with the commander positions was being implemented just as the Covid-19 pandemic was intensifying. This resulted in an accelerated implementation and training schedule for the commanders so they could start earlier and help respond to the Covid-19 crisis that was unfolding at the time.

Although the commanders and the new operating structure have been in place for a relatively short time and were implemented during a pandemic, the benefits and return are becoming readily apparent. As noted in the attached report from the field, these benefits are being realized in various ways that span the operations. For example, with platoon commanders covering operations on a 24/7 basis there is now continuous supervision and paramedic support, guidance and oversight as required – something that was lacking in the past. A commander is always on site to help paramedics troubleshoot issues that arise during calls and can make referrals to a peer support team in the event of a traumatic experience or 911 call. Furthermore, operations communications have also improved greatly as there are updates and briefs conducted at the start of every shift. As the commanders now manage paramedic deployment in real-time and on site, a reduction in overtime has also been realized through more efficient and effective scheduling, deployment, and daily overtime reviews.

Another benefit to the new commander structure is the additional attention being given to the satellite bases in Mattawa, Temagami and South Algonquin. The commanders are visiting these areas more frequently and on a set schedule, and their presence increases oversight and compliance through more frequent base inspections, policy and

procedure reviews, and workflow reviews as per service guidelines. The commanders also provide on-shift training and education during these visits.

Again, while the above summarizes some of the main points and benefits regarding the new EMS structure, the attached field report provides further details and a full update.

RISK IDENTIFIED AND MITIGATION:

While operationally the new structure is running and performing well to date, there has been a setback (union issue) on the administrative side regarding the Mattawa station consolidation.

Although not the subject of this update, the Temagami ambulance operation and consolidation still needs to be considered when looking at the district's overall EMS structure. As the timing for Temagami consolidation (along with Mattawa) was not right last year, this will need to be revisited in the near future.

NEXT STEPS:

Depending on the outcome of the above meeting between the Mattawa hospital HR and the union, staff will update the Board on any further actions to be taken or recommendations concerning the situation.

Appendix

Emergency Medical Services (EMS) in Nipissing District

PARAMEDIC COMMANDERS-
2020 STRUCTURE CHANGE

Stephen Merkley-Manager, Paramedic
Chief (A)

Purpose

The following is an operational report regarding the new structure change and implementation of paramedic commanders. The report follows up from a previous business case submitted to the District of Nipissing Social Services Administration Board (DNSSAB) describing the current EMS situation and the need to do a system reset and review – this includes taking a look at system consolidation and structural changes required for enhanced service operation within Nipissing District.

This operational report looks at the need for district supervision (*paramedic commanders*), current implementation, performance and ongoing metrics demonstrating the benefits of current enhancements of EMS operations within the District of Nipissing.

Paramedic Commanders- Time for a Change

As mentioned above several systems challenges and gaps were identified during the 2019 report surrounding EMS operations within Nipissing District. A common theme identified was district supervision and oversight for paramedics in Nipissing District. Throughout the week and on weekends paramedics were without supervision and support, with only three (3) members of EMS management in conjunction with an EMS liaison from the DNSSAB operating the service including management oversight contracts for Mattawa General Hospital and the Municipality of Temagami. Additionally, full reporting to North Bay Regional Health Centre, The Ministry of Health and the DNSSAB is required on a continuous basis. The challenge associated with the previous structure-rising call volume, the need for a system reset and provincial changes-required additional personnel and support in order to align with comparable sized services and an end goal of service enhancement and progression within our district. Extensive background work was completed conducting an in-depth analysis with current service data, a previous third party consultant report, and a business case submission and presentation to the District of Nipissing Social Services Administration Board (DNSSAB). This bring us to the current state with the paramedic commander implementation and the new operating structure within our district.

Early Stages-Commander Implementation

In the early stages of commander implementation some presenting challenges did arise through the human resource process. The initial plan was to initiate the recruitment of commander's in January with a delay noted to ensure the projected budget would align and added costs would be limited with the previous roles of paramedic team leaders requiring layoff notices. The other challenge presented during this process which is common amongst EMS services in Ontario was notification to the union with the replacement of a unionized position to a non-union role. With the assistance of NBRHC Human Resources working through

the issues, the commander recruitment campaign was started mid-February with selection of non-union paramedic commanders in mid-March. Paramedic commanders went live March 23, 2020 in the midst of the COVID-19 pandemic.

COVID-19- Commander Implementation Challenges

In the midst of the COVID-19 pandemic EMS senior leadership had significant pressures keeping up to the daily changes surrounding the virus and ensuring paramedic safety, compliance, and dissemination of critical information to all staff. In order to go live with the paramedic commander Implementation, significant training was required for the four (4) successful candidates to ensure these individuals were set up for success in their new roles. Given the current pandemic, EMS senior leadership made the decision to implement the commander role as described above on March 23, 2020. This decision was not made lightly, weighing the risk vs benefit regarding training vs assisting leadership with the pandemic. It should be noted that with the previous operating structure the COVID-19 pandemic had the potential to significantly affect Ambulance Operations within Nipissing District.

Commander Training

To date, Nipissing EMS paramedic commanders have participated in various training sessions. With the current challenges of COVID-19, commanders have received in house training via zoom and also in person at North Bay station headquarters. It was necessary to host both methods due to the type of training required. Various topics were discussed ranging from orientation of new role, implementation of new deployment plan, policy and procedure awareness, quality assurance and Interdev platform overview and a six (6) hour training session from a labour relation specialist (NBRHC). To date, the new commanders still require an additional eight (8) hours of training to complete the process with continuous, on shift orientation.

Current Performance

The paramedic commanders have played a significant role during COVID-19 and have also demonstrated significant benefit to date regarding EMS operations in the district. One of the major challenges with the previous structure was the ability to communicate information effectively to all paramedics in the district. Senior leadership has implemented a new process in order to combat the above issue utilizing the commander role. With the commander position operating 24/7 it gives the service the ability to have continuous supervision and to provide support, guidance and oversight when required. At the start of every shift (day, night shift) paramedic commanders conduct daily zoom parades across the district. The parade follows a specific template notifying all staff of new updated information, road closure, facility outbreaks,

quality assurance, health and safety concerns, and any other pertinent information communicated from senior leadership requiring immediate attention from frontline workers. Given that the satellite bases (Mattawa, Temagami and South Algonquin) have later start times, commanders conduct a second parade on day shift to ensure all staff are included. Past practice involved relaying information from senior leadership via emails and hoping that paramedics would read, interpret the information, and practice accordingly. The other challenging piece to this past practice was communication to part-time staff who may not attend work for weeks at a time. With the new zoom parades, paramedics in the district get real-time updates with the ability to ask questions, receive feedback and bring forward concerns on a daily basis. This is a substantial step forward having the ability of continuous information-sharing knowing that all paramedics are up to date on all pertinent information required to ensure safe, effective practice. Another gap identified with the previous structure was attention to satellite bases and their oversight and compliance. Through the commander training process a schedule was created stating the frequency of visits to these bases. The purpose of this process is to give frontline paramedics (satellite bases) access to commanders, conducting base inspections, compliance of policy and procedures, on shift training and education, and ensuring workflow is complete as per the service guidelines. This has shown to be very effective with good feedback noted from frontline members.

9-1-1 Commander Response

During the 2019 report to the DNSSAB an added benefit to the commander position was an increased first response capability with the new Rapid Response Unit (RRU). Through the updated district deployment plan, a process change was noted to allow the paramedic commanders the ability to self-dispatch and not be included in the regular deployment of vehicles. This was done tactfully in order to not overwhelm commanders with non-urgent calls and to ensure the purposed mandate (paramedic district supervision) was at the forefront of this role. With the ability to self-dispatch, commanders can attach themselves to calls where they see fit (critical patients) or attend in a supporting role or for quality assurance purposes. However, in the event of critical calls commanders will be mandated to self-dispatch to the following: Motor Vehicle Collisions (MVCs) with confirmed or suspected life threatening injuries or multiple patients involved; Multi Causality Incidents (MCI); Chemical, Biological, Radiological, Nuclear (CBRN) related incidents including industrial accidents; any incident involving three (3) or more patients or requiring two (2) or more EMS units; and Critical Call Notification (CCN). The above deployment language is designed for a supervisor to attend as an incident commander and manage the scene accordingly as mentioned in previous DNSSAB presentations. To date, paramedic commanders have attended over 270 calls ranging from cardiac arrest, acute critical patients, MVC's, difficult extrications, mental health with violence or potential violence, and general calls requiring quality assurance oversight and support. The

Commanders attendance on these calls has addressed previously described gaps and brought to light paramedic compliance with PPE and Basic Life Support Standard violations while ensuring a rapid response to critical patients in need. This ongoing response with supervision, oversight and support will only continue to improve the quality of care for patients and shows considerable benefits with the new model and structure. Furthermore, paramedic commanders have now reduced the frequency of depletions and code zero circumstances with the ability to first respond or provide emergency coverage within our service.

Commander Solution for Identified Gaps

During the 2019 DNSSAB presentation several other gaps were highlighted with the previous structure that are now being addressed with the commander implementation, even in view of the pandemic.

Oversight

In the previous operating structure and described earlier, three (3) EMS management personnel and the EMS liaison were managing operations for the entire district. This presented challenges on a daily basis including after hours on call. With the addition of paramedic commanders this has allowed management to concentrate on individual portfolios ensuring the appropriate tasks are completed in a timely, efficient and effective manner. Senior EMS leadership now provides a backup during after-hours on call as a support mechanism in the event the on shift commander has to work through or troubleshoot various issues. Senior Leadership is no longer managing deployment from home after hours which was neither efficient nor effective. Now, the commanders are readily available on shift to manage the after-hours operations and district deployment. Feedback received from the paramedic staff and Ambulance Communication Officers (ACO's) confirms that commanders being imbedded in operations 24/7 with their finger on the pulse improves service delivery in a timely, effective manner.

Modernization

Through extensive research and analysis and using comparables within our region, Nipissing District Paramedic Service has the capability of expanding the service with the current staffing levels and resources, and intends to continually progress with the future of EMS in Ontario. The current structure now aligns with the norms of surrounding EMS services and has also shown to be beneficial in times of a crisis such as the current pandemic.

Quality Assurance

With current trends surrounding rising call volume and management staffing levels, quality assurance has been challenged in the past. Commanders have demonstrated the capability to manage a district shift during business hours freeing up the Deputy Chief of Quality Assurance.

This new structure has shown significant progression towards quality assurance including increased call audits, patient care investigations, and the development of education and training projects for the district. With this new found ability, district compliance will continue to improve and in turn, improve patient care and operations within the District of Nipissing.

On-Shift Support and Guidance

Identified gaps in the past included a lack of support and guidance for on shift paramedics in the district. One of the major impacts with the implementation of commanders is eliminating these gaps through increased support and guidance, for example by being readily available to offer paramedic assistance as required and in challenging emergency situations. From a management standpoint this role was previously completed by senior EMS Leadership and now is actioned by on-shift commanders. Numerous times paramedics would experience issues on calls such as stretcher malfunctions, cardiac monitor malfunctions, Interdev technical problems, extrication assistance, stock inventory, and issues with critical patients. With the new commander structure all of these issues are addressed in a more effective manner. With this process change the service can now ensure continuous workflow day and night and not have issues pile up or remain stagnant due to the appropriate personnel not being available. Furthermore, in relation to mental health and the well-being of our paramedics in conjunction with the new peer support team, critical calls that can affect paramedics are now captured in real time with a supervisor ensuring the appropriate steps are taken in order to support our paramedics during difficult times. Commanders can recognize behaviour out of the ordinary from paramedics on-shift and ensure that support is given if required which includes referring or recommending to the peer support team in a timely manner. This was not possible with the previous structure due to staffing levels, working hours, and accessibility to paramedics in the district. If paramedics are struggling from critical call exposure or personal issues, immediate intervention or offered support goes a long way with treatment, prevention and support for our paramedics.

Overtime Management

Another key role with the commander implementation is the oversight of paramedics at the end of shift regarding district deployment and overtime management. From the period of January to May-2019, Ambulance had incurred about 1,275 overtime hours in five months. For this same period in 2020, the ambulance overtime has been reduced by over half, to just 530 hours for a 58% decrease. This substantial reduction is a combination of various factors which include a deployment revamp, quality assurance and auditing, schedule changes, commander oversight for personnel and deployment and the decreased call volume related to COVID-19. The new and improved deployment plan went live in April with various changes surrounding end of shift overtime and non-urgent calls. Specific language in the plan ensures paramedics are

returned to their respective station 30 minutes prior to the end of shift and non-urgent transfers will not incur shift over-run. The plan's language also gives the commanders the "ultimate authority" and responsibility over district deployment and responsibility for its interpretation and application while performing their duties. This authority allows the commanders to recommend or action the appropriate crew for calls at the end of shift to reduce overtime accumulation. This is particularly beneficial with the volume of urgent and non-urgent interfacility transfers. Commanders now ensure the appropriate crew is assigned or the sending facilities are notified (dependent on call priority) with overtime prevention in mind. This was challenging with the previous structure as senior leadership attempted to manage district deployment after hours from home without being directly involved in operations or on-site.

Management has also concentrated on auditing overtime with quality assurance oversight and the assistance of Interdev technology. The Deputy Chief of Quality Assurance and the Deputy Chief of Operations starts the morning with reviewing overtime from the previous night and looking at Ambulance Call Report timelines. Interdev gives us the capability of viewing when the Ambulance Call Report was started and completed comparing dispatch times and arrival at base. The previous operating structure did not allow for such detail and volume of auditing and now is common practice with the assistance of commanders to provide detail and specifics during shift activity.

Lastly, in 2019 the West Nipissing Ambulance station schedule was identified to have various issues around deployment and overtime management. The West Nipissing Paramedic's schedule consisted of six (6) and eight (8) hour shift rotations with the six (6) hour shift being a direct violation under the CUPE collective agreement. Looking at real-time data comparing shift start and end times, substantial overtime was noted during the eight (8) hour day shift and six (6) hour night shift. In order to improve deployment, service delivery and reduce overtime accumulation, senior management changed the shift rotation pattern to eight (8) and twelve (12) hour shifts. This significantly reduced the end of shift overtime and brought the work schedule into union compliance. With the above process changes and implementation of commanders, Nipissing District is expected to continually find strategies to reduce overtime accumulation and will have a better idea of new implemented process changes once the pandemic eases off and call volumes levels return to the norm.

BRIEFING NOTE B02-20

For information For Approval

Date: June 24, 2020

Purpose: **COVID-19 Employee Mental Health Supports**

Prepared by: Melanie Shaye, Director of Corporate Services

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

Report B02-20 describes the DNSSAB workplace mental health supports that are in place for employees in response to COVID-19, and the report is brought to the Board for information purposes.

BACKGROUND:

The DNSSAB provides Life Works Employee Assistance Program services as a third party support to all DNSSAB employees and their immediate family members, when they are experiencing challenging life situations. Life Works provides counselling in-person, over the phone, and through video conference, to support employees who are experiencing issues that can relate to, but are not limited to:

- **Family:** parenting, child and elder care, marital breakdown, legal issues and grief
- **Health:** addiction, mental health and health habits
- **Life:** crisis, personal relationships, retirement and sexuality
- **Money:** financial planning, income changes and emergencies
- **Work:** career development, communication and work relationships

The DNSSAB also has a Wellness Committee, that provides health and wellness related events and supports to staff. The Committee shares health challenges, and works to create engaging activities (such as a photo contest and a fitness challenge) to keep employees feeling engaged in the workplace.

REPORT:

It has been recognized broadly, through the different levels of government and the media, that the pandemic is seriously impacting the mental health and well-being of

Canadians. An April 27, 2020 Angus Reid Institute survey revealed half of Canadians (50%) reported a worsening of their mental health with one-in-ten (10% overall) saying it has worsened “a lot” in relation to the COVID-19 pandemic.¹

Given this impact, the DNSSAB has made a concerted effort to provide regular communication to employees on the mental health and wellness supports available to them. The first communication sent to staff related to COVID-19 included material related to protecting employees and their families from the virus. Since early March, employees have received regular communication (at least once weekly) regarding mental health and wellness supports that are available to them. These have included:

- **Life Works:** COVID-19 information, supports related to isolation, and the promotion of videoconferencing for staff needing to access support is promoted regularly with staff and through supervisors. See Visual A below.
- **Mental Health Resources:** articles, videos and supports from both the Mental Health Commission of Canada and the Canadian Mental Health Association (CMHA). Most notably, the CMHA Bounceback Program, has been a program some employees have accessed, which is a free resource for individual experiencing depression and anxiety-related symptoms.
- **Fitness Resources:** free online programs through Participaction, as well as yoga, meditation and fitness resources, endorsed by our Wellness Committee have been shared with employees.
- **Self-Care Resources:** during mental health week in May, in addition to mental health resources, information on prioritizing personal care and managing personal relationships was shared with employees.
- **Working Remotely and Caregiving:** resources and information to manage these competing demands.
- **Efforts to Celebrate:** theme events on all-staff CAO Zoom calls, and recognition of events such as National Autism day have provided a sense of community and camaraderie amongst employees.

Finally, regular communication from the CAO, the EOC team and the supervisory team has led to 73% of our employees responding that they feel work-life balance has been encouraged during the pandemic (May 1, 2020 COVID-19 Employee Survey). Further, more than 90% of staff who responded to the same survey stated they felt their supervisor communicated with them in an effective and timely manner during the pandemic to date.

FINANCIAL IMPLICATIONS:

The DNSSAB has not incurred any additional costs to provide the supports, and the current annual cost for the Life Works program for 2020/2021 is \$6,251.

NEXT STEPS:

The efforts to provide employees with the resources and support they need will continue. A second survey will be issued to employees in summer 2020 to gauge their

¹ <http://angusreid.org/covid19-mental-health/>

feedback as the pandemic continues, and to ensure the DNSSAB is meeting employee's needs as it relates to having adequate mental health supports in place.

Visual A:

Protecting Your Well-being During the COVID-19 Outbreak

Physical Well-being

- Wash your hands frequently with soap and water, or use an alcohol-based hand rub.
- Cough or sneeze into your elbow or a tissue. Wash your hands afterwards.
- Regularly disinfect surfaces and objects, such as your desk, keyboard, and phone.
- Avoid close contact with anyone who has a fever, cough, or other respiratory symptoms, such as shortness of breath.
- If you have any concerning symptoms, seek medical care early.

Mental Well-being

- Take a break from the news.
- Practice mindfulness exercises to reduce stress.
- Use technology to check-in with friends and family.

Financial Well-being

- Consider purchasing travel insurance to protect any upcoming trips.
- Pay attention to government travel advisories before booking travel.
- Don't make hasty financial or investment decisions. Talk with your advisor if you have concerns.

If you are struggling with anxiety about COVID-19 or need support, call the assistance program.

BRIEFING NOTE CS06-20

For information For Approval

Date: June 24, 2020

Purpose: Childcare Sector Funding – Impact on Nipissing’s EarlyON and Child Care Sector

Prepared by: Lynn Démoré-Pitre, Director Children’s Services

Reviewed by: Catherine Matheson, CAO

INFORMATION:

That the District of Nipissing Social Services Administrative Board (DNSSAB) is presenting this Briefing Note CS06-20 for information purpose only.

BACKGROUND:

On March 17, 2020, the Premier of Ontario declared a state of emergency, and ordered the closure of all licensed childcare centres and all facilities providing indoor recreational programs including EarlyON Child and Family Centres. This order has since been extended and is now in place until June 19, 2020 unless ended earlier or extended.

The closure order does not apply to the licensed childcare centres approved to provide emergency childcare services for health care and other eligible frontline workers or to home-based childcare (licensed and unlicensed).

In the memorandum dated March 21, 2020, the Ministry directed CMSMs/DSSABs to continue to flow funding to Early Years and Childcare Centres. In line with Ministry direction, DNSSAB created a plan and executed contracts, based on this direction. In this same memorandum, the Ministry indicated that it did not intend to recover funds as a result of the measures implemented as part of COVID-19 preparedness, including compliance with closure orders.

On March 22, 2020, the Board received Briefing Note CS01-20 related to COVID-19 Children’s Services Update which described the actions taken by the Children’s Services Department in response to the COVID-19 pandemic.

On Saturday May 9, 2020, in the news release "[Ontario Government Supporting Parents as Economy Reopens](#)", the provincial government announced a plan that supports service providers to remain sustainable and ready to open when parents return to work. On that same day, licensed childcare service providers received a memorandum directly from the Ministry of Education outlining details of this plan.

On Monday, May 11, 2020, CMSMs/DSSABs received a memorandum outlining the details of the provincial plan to a more specific degree. The stated goal of Ontario's plan is to support financial sustainability across the early years and childcare sector to ensure a stable and accessible system as we enter the recovery stage following the COVID-19 pandemic. The main point of the plan appears to be to leverage federal funding sources. EarlyON and childcare service providers have been directed by the Ministry to research and optimize the federal funding supports available to them, retroactively to March 15, 2020. In this same memorandum, the Ministry advised that if CMSM/DSSABs commit to providing top-up funding for salaries and wages above the Canadian Emergency Wage Subsidy (up to 25%); they will be required to use municipal funds.

On May 27, 2020, the Board received Briefing Note CS04-20 related to the Child Care Sector Funding-Ontario's Sustainability Approach which described Ontario's plan to support financial sustainability across the early years and child care sector and the retroactive decision made by the Ministry of Education. MOTION: #2020-73 That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note CS04-20 and that the DNSSAB Board send a letter to Minister Stephen Lecce requesting that the decision to retroactively implement Ontario's Plan to support financial sustainability within the early years and child care sector be reconsidered and set to May 1, 2020, was passed.

On June 1, 2020, in accordance with MOTION: #2020-73 a letter was sent to Minister Stephen Lecce on behalf of the Board.

CURRENT STATUS/STEPS TAKEN TO DATE:

On Friday, May 22, 2020, DNSSAB met with the Financial Analysts and Early Years Advisor which provided additional information regarding the reconciliation process that is taking place for the closure period and what the process will entail.

On June 11, 2020, the province released a memorandum and funding guidance document which provides the funding parameters that DNSSAB must follow when supporting the licensed childcare sector during the childcare reopening period until the end of August. In this same correspondence, the province has confirmed that the reconciliation should not place undue hardship on budgets. The province assumes that through a combination of federal (Early Learning and Child Care funding also known as ELCC) and existing municipal

contributions there will be sufficient funding to cover the 25% top-up portion of the wages. If there is a shortfall, provincial funding can be used to support this commitment in order to not create undue pressure on municipalities.

Service providers must optimize the federal funding supports available to them, retroactively to March 15, 2020. Some of the federal supports include:

- The [Ontario-Canada Emergency Commercial Rent Assistance Program \(OCECRA\)](#) which is available landlords. Service providers have been directed to work with their landlord to determine if they could retroactively benefit from this support or not.
- Service providers are also required to apply for [Canada Emergency Wage Subsidy](#) to support staffing costs. There are challenges with this program as it only covers 75% of the costs.

FINANCIAL IMPLICATIONS:

CMSMs/DSSABs have been advised that the monthly cash flow received by the Ministry will continue, however, funding will be reconciled starting in August. The province has advised that no “repayment” of funds is expected from CMSMs/DSSABs. Based on the reconciliation, should there be funds owing to the Ministry related to the closure period and reopening phases, it will be offset from a future cash flow reduction, and this will apply as we move forward to the reopening phases.

The financial implication of the reconciliation is still unclear.

Given this new information, DNSSAB will work on revising the sustainability plan to best support the early years and childcare sector through this phase within its current budget allocations as described above.

RISK IDENTIFICATION AND MITIGATION:

The administrative burden associated to this plan continues to be substantial and will have great impact on DNSSAB and service providers. There are details in the latest memorandum that require clarification as it is unclear. With the childcare pressures that already exist and additional pressures to reopen the sector, the service providers have expressed much concern regarding the viability of services.

COMMUNICATION PLAN:

DNSSAB’s Children’s Services Department will ensure that ongoing communication and messaging from DNSSAB continues to be handled in a proficient manner through various methods (i.e. memorandums, zoom conferences, agency meetings, group meetings, etc.) which in turn will ensure that the necessary information reaches early years and child care service providers.

NEXT STEPS:

DNSSAB will continue to work with and support early years and childcare service providers by providing guidance as it relates to federal funding opportunities, data and information gathering, reconciliations, etc. Meetings with groups and individual agencies have been scheduled to ensure that there are no missed opportunities within the sector.

DNSSAB will continue to work in collaboration with the Ministry of Education in order to complete the reconciliation process for the closure period and emergency childcare services. Until that process is finalized, the financial implications remain unclear.

The Board will be updated further as more information is received.

BRIEFING NOTE HS09-20

For information or For Approval

Date: June 24, 2020

Purpose: Housing and Support Services Operator - RFP

Prepared by: Stacey Cyopeck, Manager, Housing Programs

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

That the District of Nipissing Social Services Administration Board (DNSSAB) authorizes staff to enter into an agreement with the successful proponent to operate the Gateway House – 16 unit transitional housing project, as outlined in report HS09-20.

BACKGROUND:

- Request for Proposals #2020-06 closed on March 25th, 2020 for Housing and Supports Services to a future 16 residential unit project in North Bay.
- The Service Provider is required to provide appropriate supports, which will assist tenants to overcome barriers to remain housed or to attain permanent housing. The expectation is to provide support services to successfully enable tenants to move through the housing continuum and secure successful long-term tenancies within the community.

CURRENT STATUS:

- A total of two proposals were submitted to the DNSSAB:
 - Crisis Centre North Bay
 - Nipissing Mental Health Housing and Support Services
- The DNSSAB evaluation committee analyzed the submissions based on several factors including the Service Provider's qualifications, delivery plans, program description, and financial information (i.e. budget breakdown).
- Both proposals submitted were very strong, and the DNSSAB is confident that either provider would be able to successfully deliver the services requested.
- Following the scoring of the proposals, the committee is recommending to move forward with Nipissing Mental Health Housing and Support Services as the operator of the future 16 unit project.

- The total program costs for the transitional housing project are anticipated to be \$734,065 annually.
- This recommendation would allow the DNSSAB to enter into an agreement with the Service Provider for a period of three years with the ability for two extensions of an additional 12 months each.

RISK IDENTIFIED AND MITIGATION:

It is essential to select a Service Provider as soon as possible in order to initiate the planning efforts involved with getting the housing project up and running. With regard to budgets, the DNSSAB will also work with the successful Service Provider to ensure that costs are reasonable and that the project is financially sustainable.

CONCLUSION:

DNSSAB staff are confident in the abilities of the recommended Service Provider to effectively and efficiently operate a future 16 unit housing project in North Bay. This project will be instrumental in filling a gap in the District's housing continuum, therefore having a reliable and experienced operator is paramount.

BRIEFING NOTE HS22-20

For information or For Approval

Date: June 24, 2020

Purpose: Expression of Interest – Affordable Housing Development

Prepared by: Stacey Cyopeck, Manager, Housing Programs

Reviewed by: Catherine Matheson, CAO

Recommendation:

That the District of Nipissing Social Services Administration Board (DNSSAB) approves the release of an Expression of Interest to solicit conceptual affordable housing development plans in the District of Nipissing as outlined in report HS22-20.

Background:

- Within Nipissing District's 10-Year Housing and Homelessness Plan, Strategic Objective #3 states the need to increase housing affordability and options along the housing continuum. To achieve this objective, increasing the supply of affordable rental housing is critical.
- To date, DNSSAB has developed, in partnership with private and non-profit proponents, 15 affordable housing projects, which have added a total of 310 affordable rental housing units to the District's housing stock. The Gateway House transitional housing project will be the newest affordable housing project and will add a further 16 affordable rental housing units.
- The last tendering process for Affordable Housing development was completed in early 2017 (Marshall Park Living).

Report:

- In order to gauge the interest level for Affordable Housing developments in the Nipissing District, an Expression of Interest will be released jointly with the Nipissing District Housing Corporation (NDHC) asking proponents to submit the following information:
 - *Proponent Information* - Relevant experience and qualifications of key personnel and funders including names, professional qualifications, years of experience, location, and list similar projects undertaken by the Proponent.
 - *Conceptual Plans* – High level project stages (may include architectural drawings if available).

- *Target Group* – Client group to be served.
- *Site Selection Consideration* – Identification of suitable land available for development and the geographical area to be served.
- *Concept Proposal* – Identification of the type of housing including the number of units and unit sizes to be built/acquired that is most suitable for the target group's needs.
- *Additional Cost Effectiveness Considerations* – Ways and means to be investigated to control or reduce cost such as equity (i.e. land, cash, etc.).
- *DNSSAB Considerations* – What (if any) type of contribution, either up front or ongoing, might be required by DNSSAB/NDHC (i.e. financial, land, building, other).

Risk Identified and Mitigation:

Expressions of Interest are the initial step in the procurement process and are utilized to determine the level of interest of proponents on a specific item, in this case Affordable Housing development. This Expression of Interest in no way obligates DNSSAB/NDHC to move forward with any of the submissions received, nor further procurement steps or housing development(s).

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

Expression of Interest # 2020-09

Affordable Housing Concepts and Potential Development Opportunities

Date issued: June 29, 2020

Closing Date and Time: August 31, 2020 @ 1:00 p.m. EST

Definitions

Closing Date: shall mean the date and time as set out in section 3.1 Proposal Submission and Closing Date.

Committee: means relevant staff representation of the DNSSAB/NDHC and such other persons as may be selected by the DNSSAB/NDHC to evaluate the Proposals.

DNSSAB: shall mean The District of Nipissing Social Services Administration Board.

DNSSAB Board: means the 12-member Board of the DNSSAB. The Board consists of 11 elected officials who represent various municipalities throughout the District of Nipissing and one representative who represents the district's two unincorporated areas.

May/Should: used in this Expression of Interest (EOI) denote permissive (not mandatory).

Ministry: means the applicable Ontario Ministry.

Must/Shall/Will: used in the EOI denote imperative (mandatory), meaning proposals not satisfying imperative (mandatory) requirements will be deemed to be non-compliant and will not be considered for contract award.

NDHC: shall mean The Nipissing District Housing Corporation.

NDHC Board: means the board of the NDHC who represents various municipalities throughout the District of Nipissing and two unincorporated areas.

Proponent: shall mean a legal entity, being a person, partnership, firm, or corporation that submits a proposal in response to a formal EOI.

Submission: shall mean the response to this Expression of Interest in its entirety, inclusive of all schedules and any Addenda that may be issued by the DNSSAB/NDHC Boards.

Site Authority: shall mean the DNSSAB/NDHC designate specified with authority pertaining to the provision of Services.

1.0 Purpose and Goal

The District of Nipissing Social Services Administration Board (DNSSAB) and Nipissing District Housing Authority (NDHC) are seeking expressions of interest regarding concepts and potential affordable housing development opportunities to increase the housing stock for low-income individuals and families within the Nipissing District.

2.0 Background

DNSSAB/NDHC is responsible for the administration and funding of an array of housing programs that assist with the current and future housing needs of citizens in the Nipissing District. Of note,

this includes providing supports to our local Non-Profit Housing Providers, Housing Corporation, private landlords, and affordable housing proponents who operate rent-geared-to-income (RGI) and affordable housing units. NDHC is the largest Non-Profit housing provider in the district of Nipissing who provides and manages rent-geared-to-income and market rent housing units for singles, families, and senior citizens, as well as commercial units.

In 2019, the District of Nipissing Social Services Administration Board completed a review of its 10-year Housing and Homelessness Plan. The plan’s review involved consultation with stakeholders and community organizations that provide or are interested in housing and homelessness. The plan revealed gaps and needs across the housing continuum, including an increase in accessible and affordable housing.

Affordable Housing is defined as having rents for the project that are at or below 80% of CMHC Average Market Rent (AMR) at the time of occupancy. Affordable rent is determined by the actual rents paid by tenants excluding any rent supplements provided by the Service Manager. The current AMR values for the Nipissing District can be found below.

Bachelor		1 Bedroom		2 Bedroom		3 Bedroom	
AMR	80%	AMR	80%	AMR	80%	AMR	80%
\$631	\$505	\$791	\$633	\$970	\$776	\$1,121	\$897

Furthermore, there is currently a shortfall of approximately 250 rent-geared-to-income (RGI) units in the district. RGI is defined as financial assistance provided to eligible households to reduce the amount the household pays to occupy a social housing unit. RGI assistance in Ontario is currently based on 30% of a household’s gross monthly income, or a rent scale if the household is receiving social assistance.

3.0 Instruction to Proponents

3.1 EOI Submission and Closing Date

Each Proponent shall submit one (1) electronic copy of their Submission by email to the following contact:

Dee Johnson
 Interim Contract / Purchasing Specialist
 District of Nipissing Social Services Administration Board
dee.johnson@dnssab.ca

The email should be clearly marked “EOI 2020-09” and include the Proponent’s name and return address.

The EOI submission shall be delivered **at or before 1:00 p.m. on Thursday, August 31, 2020.**

The Proponent shall assume full responsibility for the delivery of the completed EOI Submission. DNSSAB/NDHC accepts no responsibility for any loss or delay with respect to EOI Submission’s that are delivered to any email other than that specified.

3.2 Enquiries/Addenda

Questions shall be submitted in writing to the Contract/Purchasing Specialist no later than 5 calendar days prior to the Closing Date.

The Contract/Purchasing Specialist at her discretion or in consultation with DNSSAB/NDHC shall determine whether the query requires a response, and such responses will be made available to all registered Proponents by answers provided by email and/or issue of addenda – both of which will become part of the EOI.

No oral conversation will affect or modify the terms of this EOI or may be relied upon by the Proponent.

3.3 Influence

No person, partnership, firm, company, corporation, or organization shall attempt in any way, directly or indirectly either in private or in public, to influence DNSSAB/NDHC's consideration of the expressions of interest provided. Political or other letters of reference will not be accepted or considered as part of the review process.

The EOI Submission of any person, company, corporation, or organization that does attempt to influence the outcome of any DNSSAB/NDHC purchasing process will not be considered.

3.4 No Collusion

No Proponent may discuss or communicate about, directly or indirectly, the preparation or content of its EOI Submission with any other Proponent or the agent or representative of any other Proponent or prospective Proponent. If DNSSAB/NDHC discovers there has been a breach at any time, DNSSAB/NDHC reserves the right to not consider the submitted information.

3.5 Conflict of Interest

In its Submission, the Proponent must disclose to DNSSAB/NDHC any potential conflict of interest that might compromise the performance of the Services. If such conflict of interest does exist, the DNSSAB/NDHC may, at its sole discretion, refuse to consider the Submission.

The Proponent must also disclose whether it is aware of any DNSSAB/NDHC employee, or member of the DNSSAB/NDHC Board having a financial interest in the Proponent and the nature of that interest. If such an interest exists or arises, DNSSAB/NDHC may, at its discretion, refuse to consider the Submission.

3.6 Ownership and Disclosure of Proposal Documentation

The documentation comprising any Submission submitted in response to the Expression of Interest, along with all correspondence, documentation, and information provided to the DNSSAB/NDHC by any Proponent in connection with or arising out of this EOI, once received by DNSSAB/NDHC:

3.6.1 shall become the property of DNSSAB/NDHC

3.6.2 shall become subject to the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"), and may be released, pursuant to that Act.

Because of MFIPPA, prospective Proponents are advised to identify in their Submission materials any scientific, technical, commercial, proprietary, or similar confidential information, the disclosure of which could cause them injury.

Submissions will be made available to members of the DNSSAB/NDHC Board provided that their requests have been made in accordance with the DNSSAB/NDHC's procedure and may be released to members of the public pursuant to MFIPPA.

3.7 Omission

The DNSSAB/NDHC reserves the right in its sole discretion to accept or reject all or part of any Submission which is non-compliant with the requirements of this request.

3.8 Cost of Submission

Preparation of the Submission to this Expression of Interest is voluntary and any costs associated with the Submission preparation, meetings, negotiations, or discussions with the DNSSAB/NDHC are solely that of the Proponent.

3.9 No Claim

The DNSSAB/NDHC will not be liable to any Proponent for any claims, whether for costs, expenses, losses or damages, or loss of anticipated profits, or for any other matter whatsoever, incurred by the Proponent in preparing a Submission, or participating in negotiations for a contract, or other activity related to or arising out of this Expression of Interest. By providing a Submission, each Proponent shall be deemed to have agreed that it has no claim.

3.10 No Binding Contract

The DNSSAB/NDHC may, after reviewing the Submissions received, enter into discussions with one or more of the Proponents, without such discussion in any way creating a binding contract. This Expression of Interest, or the Submission, does not create a legal binding agreement.

3.11 Discussions

The DNSSAB/NDHC shall have the right to discuss such matters as it chooses with any Proponent without obligation to communicate with other Proponents. The DNSSAB/NDHC shall incur no liability to any other Proponent as a result of such a discussion.

3.12 Clarifications

As part of the review process, the DNSSAB/NDHC may make requests for further information with respect to the content of any Submission in order to clarify the understanding of the Proponent's response. The DNSSAB/NDHC may request this further information from one or more Proponents and not from others.

3.13 Ownership and Confidentiality of DNSSAB/NDHC Provided Data

All correspondence, documentation, and information provided by DNSSAB/NDHC staff to any Proponent or prospective Proponent in connection with, or arising out of this Expression of Interest, the Services or the acceptance of any Submission:

- 3.13.1 and shall remain the property of the DNSSAB/NDHC;
- 3.13.2 must be treated by Proponents and prospective Proponents as confidential;
- 3.13.3 must not be used for any purpose other than for replying to this Expression of Interest.

3.14 Publicity

The Proponent and its affiliates, associates, third-party service providers, and sub-contractors shall not release for publication any information in connection with this Expression of Interest without prior written permission of the DNSSAB/NDHC.

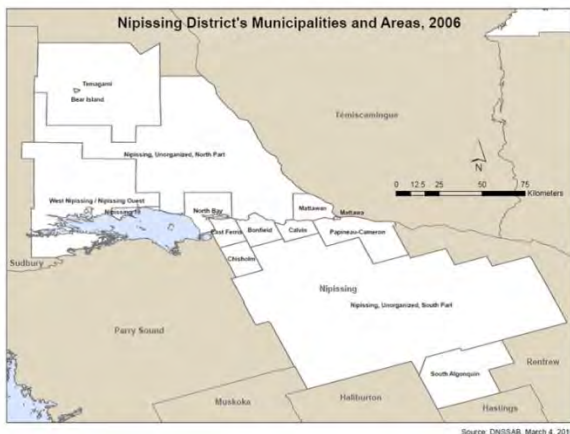
3.15 Expression of Interest Cancellation

DNSSAB/NDHC reserves the right to alter or cancel this Expression of Interest at any time and for any reason determined by the DNSSAB/NDHC.

4.0 Organization Background

The District of Nipissing Social Services Administration Board administers housing and support services on behalf of municipalities and unincorporated territories within the District of Nipissing (shown in Figure 1). The District of Nipissing is approximately 17,000 square kilometers and is comprised of approximately 87,000 residents.

Figure 1 – Map of the District of Nipissing



5.0 Eligibility

Eligible submissions must meet the following requirements:

- Result in a plan for increasing affordable rental units that would rent at or below 80% of the Average Market Rent for the Nipissing District.
- Proposed plans may be achieved through new construction or renovations.
- Conform to current design and building standards established in the Building and Fire Codes.
- Located within the boundaries of the Nipissing District.
- Provide tenancy to tenants from the Housing Access Nipissing – Centralized Waiting List for social and market housing and increase the number of social housing/affordable units in the District.

Ineligible projects include the following:

- residential care facilities
- nursing and retirement homes

6.0 Expression of Interest Requirements

DNSSAB/NDHC is seeking innovative conceptual submissions to construct housing units with the options of either internal operations or in partnership with a service provider.

The DNSSAB/NDHC seeks Proponents to provide the following:

- 6.1 Information on Proponent** – Relevant experience and qualifications of key personnel and funders including names, professional qualifications, years of experience, location, and list of similar projects undertaken by the Proponent.
- 6.2 Conceptual Development Plans** – Outline high-level project development stages (may include architectural drawings if available).
- 6.3 Target Group** – Identify the client group to be served.
- 6.4 Potential Site Selection Consideration** – Identify suitable land available for potential development and the geographical area to be served. Discuss zoning restrictions, if any. If a specific site has yet to be identified, comment on the availability of suitable land in the area.
- 6.5 Concept Proposal** – Identify the potential type of housing to be built/acquired that is most suitable for the target group’s needs. Identify the total number of units and unit sizes to be developed.
- 6.6 Estimated Cost and Funding Relationships** - Estimate the total capital cost and operating cost and funding relationships with DNSSAB and/or other partners.
- 6.7 Additional Cost-Effectiveness Considerations** – Comment on potential ways to control or reduce DNSSAB contribution.
- 6.8 Potential Development Schedule** – Outline potential development schedule including construction start date, time to complete, and occupancy.
- 6.9 Potential Requirements of DNSSAB** – Outline what (if any) contribution, either upfront or ongoing, would be required by DNSSAB.

7.0 Timelines

Table 1 below shows the key dates for this Expression of Interest:

Table 1 – Key Dates for EOI 2020-09

Description	Date
Expression of Interest Issued	June 29, 2020
Deadline for Written Questions	August 21, 2020
Release of Final Addendum (if any)	August 25, 2020
EOI Closing Date	August 31, 2020 @ 1:00 p.m.

8.0 Project Submission and Review Process

The Expression of Interest is in accordance with the Municipal Act, 2001 and the DNSSAB Purchasing Policy.

All Submissions will be reviewed by a Committee comprised of DNSSAB and NDHC staff through a review and analysis process. The Submissions will be reviewed by the Committee based on meeting the program objectives and local priorities.

This Expression of Interest will not obligate DNSSAB/NDHC to move forward with any further procurement steps nor housing development. If DNSSAB/NDHC chooses to move forward with housing development(s) as a result of the Expression of Interest, a Request for Proposal or Tender would be issued.

9.0 Site Authority

The designated authorities for this project are:

Stacey Cyopeck, Manager of Housing Programs
 District of Nipissing Social Services Administration Board
 200-133 Main Street West
 North Bay, ON P1B 8J1
 P: 705-474-2151 ext. 3346
 E: stacey.cyopeck@dnssab.ca

Pierre Guenette, Manager of Housing Operations
 Nipissing District Housing Corporation
 200-133 Main Street West
 North Bay, ON P1B 8J1
 P: 705-474-2151 ext. 3746
 E: pierre.guenette@dnssab.ca

**EXPRESSION OF INTEREST SUBMISSION FORM
EOI 2020-09**

I/We hereby submit my/our response to the Expression of Interest for potential housing development as described within the Expression of Interest document for the above-named project.

I/We have carefully examined the documents and have a clear and comprehensive knowledge of the requirement and have submitted all relevant data.

EOI Submission Submitted by:

PROPONENT (FULL LEGAL NAME) _____

ADDRESS _____

CONTACT PERSON _____

TELEPHONE _____

EMAIL _____

DATE _____

SIGNATURE OF AUTHORIZED OFFICER _____

NAME _____

(I have authority to bind the Corporation, Company, or Partnership)

SIGNATURE OF WITNESS* _____

NAME OF WITNESS* _____

* A witness signature is required only when the tenderer is not a Corporation.

BRIEFING NOTE B06-20

For information For Approval

Date: June 24, 2020

Purpose: **Healthy Communities Fund 2020**

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

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

That the District of Nipissing Social Services Administration Board reviews the options for distributing this year's Healthy Communities Fund (HCF) and approves option #1 which is recommended by staff.

BACKGROUND

The DNSSAB continues to administer the annual Healthy Communities Fund (HCF) on behalf of the municipalities in Nipissing District. These are municipal funds which, under the current HCF objective, are allocated to community programs and services that focus on poverty reduction. Since inception, the fund distribution and allocation process has changed a number of times. For example, initially the municipal funds were directly allocated to community organizations who met the funding objective and criteria. Following direct allocation, the funds were then distributed through a formal RFP process and more recently (2018), through an on-line application process on the DNSSAB website. The current HCF funding cycle is 2020 /2021.

Prior to 2019 the HCF budget had been set by the Board at \$470,000. This included \$130,000 earmarked for LIPI (previously identified by staff and the Board as a 'core' service) leaving \$340,000 for community organizations and projects. In 2019 the Board reduced the HCF budget to \$400,000 thereby also reducing the municipal levy by \$70,000. This same HCF budget (\$400,000) was carried over to 2020.

CURRENT STATUS

This year is turning out to be one of exceptional circumstances which will affect the distribution and allocation of the HCF fund for the 2020 /2021 funding cycle. These circumstances include the Board's major role in developing and funding new transitional housing (Gateway House) and a low barrier shelter, and the nationwide Covid-19 pandemic.

The Board has been actively involved with the North Bay Mayor's Mental Health and Addictions Roundtable and is now working with community partners and potential funders to develop and operate new transitional housing (Gateway House) and a low barrier shelter. These housing projects are in various stages of project development and funding and the operating details are still being worked out. In terms of the transitional housing, the Board was able to secure provincial funding and also put in its own share which included an annual allocation and commitment of \$100,000 from the HCF. On the shelter side, a permanent low barrier shelter is still in the project development stage although the onset of Covid-19 forced the Board and community to find a temporary solution by converting an arena into a shelter. The arena and funding for this temporary shelter are no longer available after the first week of July.

The available funding for the HCF is now \$170,000 as per the table below:

HCF (\$400k) 2020 /2021	Amount, \$
LIPI	130,000
Gateway House	100,000
Remaining	170,000

As the fund is now less than half its original amount, going through the extensive community application process at this stage will not be effective and likely will result in a high application failure rate.¹ Thus, staff is recommending that for this year's HCF funding cycle (2020 /2021) the Board consider other options as alternatives to the regular funding application process. It can be noted that these options are for the current year only. Given how the size and particulars of the fund have changed, it is evident that this has become another transition year for the HCF and staff and the Board will need to revisit the fund's purpose and strategy for 2021.

¹ It is expected that the number of applications received will now far exceed the funds available and result in a high rate of unsuccessful applicants (at the current application cap of \$30,000 only a handful of applications will be approved and it is possible that a small number of organizations will now receive the majority of the funding based on the current methodology). The application parameters will need to be reviewed and changed if this process resumes in the future (for example, reducing the maximum funding amount per application, limiting the number of applications that an organization can submit, etc.).

Below are three options for consideration by the Board, to distribute this year's HCF. Each option is a worthy investment and meets the fund's objective of addressing service needs and gaps in relation to reducing local poverty.

Option 1

Due to the exceptional circumstances in 2020, the Board retains the \$170k funding and directs staff to invest it where it is needed most. This could entail putting the funds into the Gateway House project, low barrier shelter, core services that have previously been funded through the HCF (see option #3 also), reserves, or any combination of these.

This option provides the most flexibility in terms of directing the funds to where they are needed and offers a combination of the other two options – this option is being recommended by staff.

Option 2

In addition to the \$100,000 already earmarked from the fund, the Board directs staff to invest the remaining \$170,000 in to the Gateway House project and/or the low barrier shelter.

While it is recognized that a more permanent funding solution is needed for these housing initiatives, this is a critical period in terms of developing these projects and getting them up and running, and the option provides the Board with another alternative for project funding.

Option 3

Staff identifies core services in the area of poverty reduction that have accessed the municipal funds over the years and directly allocates the funds to them for the 2020 /2021 HCF funding cycle.

This option retains the community focus and investment and involves a direct allocation to those organizations that provide core services in the area of poverty reduction. As mentioned earlier, given the timing and reduced size of the fund, a direct allocation is preferred over the more extensive community application process.

RISK IDENTIFIED AND MITIGATION

The largest risk with the HCF occurs when the funds are no longer available to support community organizations and their projects /programs in poverty reduction. Option #2 exposes the largest amount of risk in this regard and some of the core services that have come to rely on the HCF may be in jeopardy. Somewhat mitigating this risk is the recent distribution of the Social Services Relief Fund (\$589,200) in the community, including to organizations who would normally apply to the HCF.

In the event this option is chosen, the Board will need to communicate its decision and rationale to the community and possibly work with some of the core service providers to find alternative funding.

As all the options represent a change from the status quo, any of them could be called in to question by the community. Strong communications will need to be provided to allay any concerns (see below).

NEXT STEPS

Staff will carry out the HCF distribution process as per the Board's direction and chosen option. Staff will also conduct a review of the fund to align it with the Board's corporate objectives and strategies which are currently being developed.

COMMUNICATION

Depending on the option chosen by the Board, past fund recipients and the community will be notified of any changes to the fund and the rationale, and also that the fund is currently under review.



The Revised DNSSAB By-law

- The Procedural By-law is the document that guides the Board's governance of the DNSSAB
- This is a timely opportunity, given the change of focus presented through the structure change, to review the By-law to ensure both staff and the Board understand the obligations and expectations
- Today's presentation will provide a review of the Bylaw changes, and highlight areas where questions are frequently asked



Roles & Duties

- Adherence to DSSAB Act and commitment to transparent and open meetings
- Designate a spokesperson to speak publicly
- Board shall manage and supervise the management of business affairs. Any and all inquiries and direction shall be directed to the CAO
- Powers that may be exercised include:
 - Enter contracts/agreements
 - Make banking/financial agreements
 - Direct manner of entering contracts
 - Purchase, lease or sell property
 - Borrow on credit
 - Purchase insurance
 - Execute documents



Directors & Officers of the Board

- Legal obligation to act in good faith towards the organization and Board
- A breach of in-camera meetings is a breach of duty to the Board
- Appoint positions of Chair, Vice-Chair, Secretary and Treasurer. Elections are held annually, and the Chair may be re-appointed in subsequent years, as per the DSSAB Act
- Conflict of Interest: both Officers and the Board have duties to disclose
- Limitation on Liability: provided standard of care is satisfied, no Director or Officer shall be liable for loss, damage or expense which happened when executing office, unless due to willful neglect or default



Meeting Procedures

- All Board meetings are open to the public
- Purpose of Committees is to facilitate business of the Board and no Committee has the authority to bind the Corporation
- Committees minutes voted on at Board meeting for ratification by resolution
- Absence from 3 consecutive meetings, without resolution authorizing absence, shall be deemed to have resigned
- Delegations:-maximum number of presenters is 3. The Secretary will inform the presenter of guidelines, including the presented can be up to 10 minutes. To extend the presentation time, the majority of the Board must vote
- No presenter shall speak disrespectfully, offensively, or speak to a subject other than the topic they were approved to speak on
- Board members can ask questions for clarification only, without debate
- Board members are not permitted to create audio/video recordings of meetings



Consent Agenda

- All matters deemed by the Secretary, Chair or CAO as administrative shall be placed on the Consent Agenda and any member has the option of removing a Consent Agenda Item for discussion
- Example: Children's Services Department COVID-19 Update and Ontario Works Caseload Data in consent agenda. A Board member can ask for this report to be pulled from the consent agenda for discussion. Items in the Consent Agenda are for information purposes only (rather than for decision)



Procedures & Conduct

- Conflict of Interest: a member shall not vote on any resolution to approve a contract or transaction which they have a material interest in
- Board members who have already spoken may speak again only after all Board members have had the opportunity to speak. A Board member may not speak more than twice on an issue without a Board resolution
- Board members will be courteous and will not engage in offensive language, be abusive or insulting, interrupt a member who is speaking, speak on any subject other than the subject of debate, ask a question except for the purpose of obtaining information relating to the matter under discussion or speak for more than 10 minutes or more than once on the same question
- All questions and remarks are addressed through the Chair



Minutes & Agendas

- Confidential In-Camera Meeting: closed and generally open only to Board members and certain management staff
- In-Camera meetings may be closed when discussing:
 - security of Board property
 - personnel matter about an identifiable individual
 - proposed acquisition/disposition of land
 - labour relations or employee negotiations
 - litigation or advice of solicitor-client privilege
 - information explicitly supplied in confidence from Provincial or Federal government
 - position or plan used in negotiation
- An education/training session may be closed to the public



Finances & Retention

- All financial transactions and contracts shall be signed as per the DNSSAB Purchasing Policy
- Before selling property, a resolution must be passed declaring property surplus, obtaining a fair market appraisal, and giving the public notice
- The Board shall not take action including appointment or removal of officers, the hiring or dismissing of any employee, or the disposition of real or personal property, after Nomination Day, being the 1st day during the election of a new council, to provide transition during election years, until a new Board is in place
- Retention period for documents, records and other papers of the Board: the Board abides by all ministry standards and legislation with respect to retention periods



May 2020						
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31						

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November 2020						
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October 2020						
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December 2020						
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Two entities under one umbrella

- DNSSAB Chair represents the functions of the DNSSAB, including Children's Services, Employment & Social Services, Housing Programs (funding and administration for social housing and homelessness services) and the contract oversight for EMS
- Chair of the Community Services Committee represents programs/policies related to children, social services and housing programs
- The NDHC Chair oversees the functions of Housing Operations (directly operated housing portfolio of approximately 830 units)
- The NDHC by-laws will be brought to the NDHC board in September 2020

BRIEFING NOTE B05-20

For Information or For Approval

Date: June 24, 2020

Purpose: Terms of Reference for New Committee Structure

Prepared by: Marianne Zadra

Reviewed by: Catherine Matheson

RECOMMENDATION:

That the Board (DNSSAB) accepts the Committee of the Whole - Terms of Reference as outlined in report B05-20.

BACKGROUND:

In February, the Board approved through resolution #2020-28 a new, two-committee structure that combines departmental committees (Social Services and Employment, Children's Services, Housing Services and EMS) and what was known as the Executive Committee, into two Committees of the Whole – Community Services Committee and Finance and Administration Committee. The purpose of this restructuring was to strategically focus the work of the DNSSAB into these two areas through:

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

The purview of the two committees is outlined in the attached draft document.

CURRENT STATUS/STEPS TAKEN TO DATE:

The DNSSAB has operated under the new committee structure since April 2020, alternating the Community Services Committee with the Finance and Administration Committee, with each happening

every second month. To date, one meeting of each has transpired with expected results. The committee meeting dates occur on the same days as Board meetings. The new structure aligns with the revised DNSSAB By-Laws, as described in report B04-20.

CONCLUSION:

Upon adoption of the Terms of Reference as outlined in the attached draft document, the new structure will be re-evaluated in a year's time as previously agreed by the Board

COMMITTEES OF THE WHOLE

TERMS OF REFERENCE

Policy Statement

The Committee of the Whole is the primary forum for policy debate and public input on issues within the District of Nipissing Social Services Administration Board's area of responsibility.

The Committee of the Whole provides an opportunity for all members of the Board to participate in discussions and debate.

Guiding Principles

The Committee of the Whole will consider the interests of all municipalities and Territories Without Municipal Organization (TWOMOs) within the District of Nipissing in its recommendations.

Composition and Term

1. The Committee of the Whole is comprised of all members of the Board for the duration of the four-year term to align with the election cycle.
2. The Board shall appoint chairs and vice-chairs as per the Procedural Bylaws for the following functional areas:
 - Community Services Committee
 - Finance and Administration Committee

Community Services Committee

The Community Services Committee hears presentations from and receives reports from the Social Services and Employment Department, Children's Services Department, EMS/Land Ambulance Department and Housing Services Department (Programs) and shall make recommendations to the Committee and Board on these matters. Housing Operations will be the purview of the NDHC Board, and matters involving NDHC, will be brought directly to the NDHC Board.

The Community Services Committee shall be responsible for the following objectives:

- To review proposals for new policies and for amendments to existing policies that pertain to departments included in the Community Services Committee mandate
- To conduct service level reviews, including proposed changes to existing service levels, or the introduction of new services or programs delivered by departments included in the Community Services Committee mandate
- To study topics or issues referred to the Committee by Board resolution

Finance and Administration Committee

The Finance and Administration Committee hears presentations and receives correspondence and reports from all business areas of the DNSSAB, and shall make recommendations to the Board on these matters. The Finance and Administration Committee is responsible for the budget and budget process.

The Finance and Administration Committee shall be responsible for the following objectives:

- To review proposals for new policies and for amendments to existing policies that pertain to Finance and Administration
- To study proposed new bylaws which do not align with the mandates of the Community Services Committee
- To review the capital and operating budgets for the current year
- To review the timetable and guidelines for the preparation of the following year's operating budget
- To establish priorities for capital projects for the following year's capital budget
- To study topics or issues referred to the Committee by Board resolution

Chair's Role

1. Work in collaboration with CAO to develop the agenda, and be apprised of any changes to the agenda prior to the meeting. Items on the final committee meeting agenda shall be the responsibility of the CAO and the chair.
2. In reviewing materials, ensure clarity on the discussion parameters for each report appearing on the agenda.

Process Relative to the Board

Both Committees have the power to pass resolutions germane to their purview, (to be finally approved at the Board through the minutes) however, matters of governance and matters that reflect the organization as a whole will often go directly to the Board, at the discretion of the Chair and CAO. As the NDHC is a separate corporation with DNSSAB as the sole shareholder, all matters regarding the housing corporation, with the exception of some financial and administrative matters as outlined in the Shareholder Agreement, will be brought directly to the NDHC Board of Directors.

CONSENT AGENDA – the Consent Agenda contains information items and matters of business considered repetitive or routine or do not require a decision from the Board. All such matters of business contained in the Consent Agenda are voted on collectively. A particular matter of business may be singled out from the Consent Agenda for debate or for a separate vote upon the request of any Board member. In the case of a separate vote, the excluded matter of business is severed from the Consent Agenda, and only the remaining matters of business contained in the Consent Agenda are voted on collectively. Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.

on collectively. Each and every matter of business contained in the Consent Agenda is recorded separately in the minutes of the meeting.

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