



## COMMUNITY SERVICES COMMITTEE MEETING AGENDA

Healthy, Sustainable Communities

**Date: Wednesday, June 22, 2022**

**Time: 12:00 PM**

**Location: By video conference or in DNSSAB Boardroom**

Join Zoom Meeting

<https://us06web.zoom.us/j/86054480502?pwd=WE90VWJaZ2FTeWNlOVREeThGbVpaUT09>

Meeting ID: 860 5448 0502

Passcode: 04641514

One tap mobile

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Dial by your location

+1 613 209 3054 Canada

+1 647 374 4685 Canada

+1 647 558 0588 Canada

855 703 8985 Canada Toll-free

Meeting ID: 860 5448 0502

Passcode: 04641514

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

Item	Topic
1.0	1.1 Call to Order - Roll Call
	1.2 Declaration of Conflict of Interest

Item	Topic
2.0	<b>Opening remarks by the Chair</b>
3.0	<b>Approval of the Agenda for June 22, 2022</b> <b>MOTION #CSC22-2022</b> THAT the Community Services Committee accepts the Agenda as presented.
4.0	<b>DELEGATIONS</b> <b>4.1 Rob Smith and Commander Bryce Gartner on Community Paramedicine</b>
5.0	<p><b>CONSENT AGENDA – CONSENT AGENDA – All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.</b></p> <p><b>MOTION: #CSC23-22</b>            THAT the Committee receives for information or approval, Consent Agenda items 5.1 to 5.4.</p> <p><b>5.1 SSE05-22 Modernization Update</b> – an update on the Ministry of Children, Community and Social Services (MCCSS) modernization initiatives.</p> <p><b>5.2 CS05-22 Licensed Child Care Services &amp; Services for Children with Exceptional Needs</b> – for information only.</p> <p><b>5.3 HS26-22 Homelessness Action Plan Quarterly Update-</b> an update on the progress to date on the Homelessness Action Plan, for information purposes.</p> <p><b>5.4 HS29-22 CHPI/SSRF Final Report</b> - details on the Community Homelessness Prevention Initiative (CHPI) and Social Service Relief Fund (SSRF) Phase 3 and 4 – 2021-22 Year End for information purposes.</p>
6.0	<b>MANAGERS REPORTS</b> <b>6.1 CS06-22 Children’s Services Policies</b> – for approval THAT the Community Services Committee accept and endorse the updated policies as listed below and described in briefing note CS06-22: 1) Policy: Wage Enhancement Grant and Home Child Care Enhancement Grant (Appendix A) 2) Policy: Fee Subsidy Waitlist Management (Appendix B)
	<b>6.2 SSE06-22 Ontario Works Caseload Infographic</b> – an infographic that highlights a selection of Ontario Works caseload data by community in Nipissing District.

Item	Topic
	<p><b>6.3 HS28-22 Annual Update to 10-Year Housing and Homelessness Plan</b> - outlines the annual report on the 2021 implementation of “A Place to Call Home: Nipissing District 10-Year Housing and Homelessness Plan 2014-2024” and attached Appendix A “2021 Annual Report Implementation Update”, and is for information purposes.</p>
<p><b>7.0</b></p>	<p><b>OTHER BUSINESS</b></p>
<p><b>8.0</b></p>	<p><b>NEXT MEETING DATE</b> Wednesday, September 28, 2022</p>
<p><b>9.0</b></p>	<p><b>ADJOURNMENT</b> <b>MOTION: #CSC24-22</b> <i>Resolved</i> THAT the Community Services Committee meeting be adjourned at _____ PM.</p>



# Community Paramedic Program

Nipissing Paramedic Services

June 2022

District of Nipissing  
Social Services  
Administration Board



Conseil d'administration  
des services sociaux  
du district de Nipissing

## Origins of Community Paramedicine

- Started in 2014 on very limited scale with only 1 paramedic
- Identify patients who are at risk of hospitalization and or heavy users of 911
- Reduce the instances of emergency room and hospital admissions
- Reduce repeat 911 calls and encourage appropriate and early use of 911 when appropriate
- Paramedics use traditional skills along with specific training to address geriatric population
- Opportunity in 2020 to expand with addition of Geriatric Community Outreach Program (GCOP) program which includes 1 paramedic and 1 geriatric nurse for high intensity patients

## Where we are now- 2021 expansion

Provincial mandate to address the increasing Long Term Care Home Waitlist

Added 4 full time positions with 1 Commander

Increased volume up to around 300 patients on roster with 250 visits each month

Added Remote Patient Monitoring program and part time CP staff in South Algonquin



## Building Relationships and promoting patient safety



- Working relationships with hospitals, home and community care, mental health, primary care providers, nurse practitioner clinics
- Work closely with HCCSSNE Care Coordinators and Patient Flow Navigators for patients on care, going onto care or being discharged from hospital
- District wide approach including North Bay, Temagami, West Nipissing, Mattawa and South Algonquin
- Good working relationship with Parry Sound, Timiskaming, Renfrew Paramedic Services where our borders intersect
- CP has a unique lens to view the patient

## Quality & Oversight

- Designated Medical Director for the CP program which is separate from the traditional 911 medical oversight
- Member of Provincial CP Community of Practice
- Affiliation with Ontario Health Team
- Funding is primarily provided by Ontario Health through MOHLTC
- Program statistics are provided to OH on a monthly/quarterly basis
- Quarterly Quality report is provided to DNSSAB, identifying and establishing performance metrics in addition to provincial indicators
- Firm emphasis on development of reliable standard operating procedures and medical directives



## Program Opportunities

- Sustainability in provincial funding
- Provincial standardization of patient care
- Collaboration with Ontario Health, Community Partners and DNSSAB departments to establish client based care

## Program Success

- Many examples of instances where CP's are able to get into a client's home early, identify issues and make connections to health care agencies
- Positive feedback from allied health agencies such as Ontario Health, Public Health Unit and local hospitals
- Patient surveys reveal a high level of satisfaction with the program across all metrics
- Review of a CP clients use of paramedic services, ED visits and hospital admission showed significant decrease following patient rostering to the CP program
- Community Vaccination (influenza and covid 19) of homebound patients, social housing residents and homeless population in collaboration with the Public Health unit and OH
- Goals exceeded for Remote Patient Monitoring

## The Future of Community Paramedicine

- Expansion of Remote Patient Monitoring of additional demographics in the community such as clients with eating disorders, mental health diagnosis, early discharge post surgical
- Access to potential OH funding to enhance the CP program
- Ongoing collaboration with newly identified stakeholders in the community such North Bay Police Services, City of North Bay Wellness Coordinator and Northern Pines
- Affiliation with Northeast Specialized Geriatric Centre to identify, refer and treat high needs geriatric patients in the community
- Coordination with OH to explore ALC mitigation strategies
- Integration with other disciplines for blended approach (occupational therapy, nurse practitioner)

The Swiss Army Knife has become an icon and is regarded as the embodiment of multi-functionality, inventiveness and precision.

Like the infamous knife, our CP's are adaptable, capable, can solve problems and serve numerous needs in the community.



Thank you

Bryce Gartner

Commander, Community  
Paramedicine



**BRIEFING NOTE SSE05-22**

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** Modernization Update

**Prepared by:** Michelle Glabb, Director of Employment and Social Services

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

**Alignment with Strategic Plan: Healthy, Sustainable Communities**

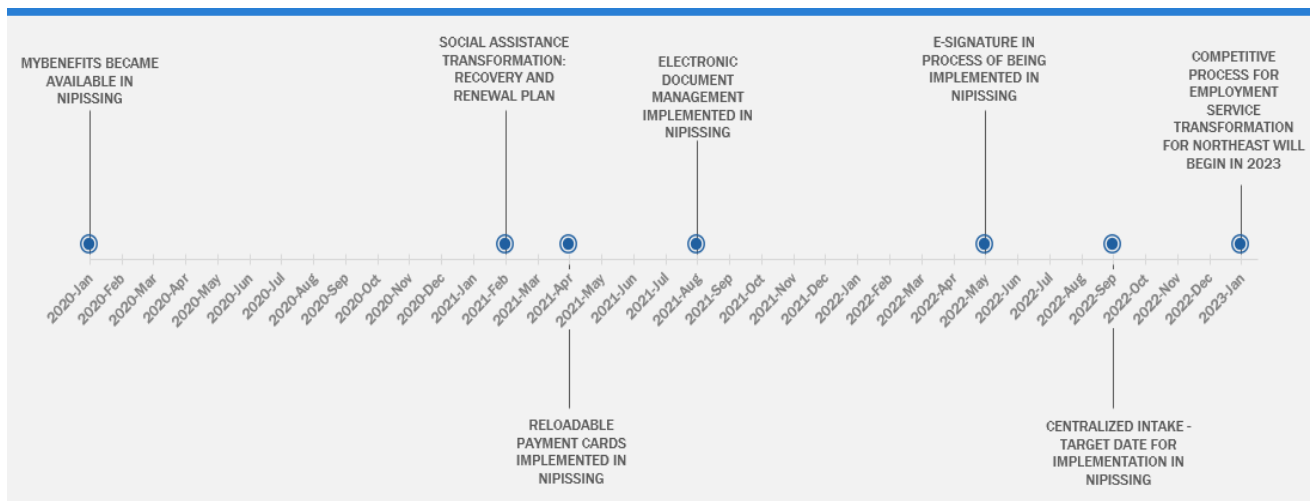
Maximize Impact    Remove Barriers    Seamless Access    Learn & Grow

Briefing Note SSE05-22 provides an update on the Ministry of Children, Community and Social Services (MCCSS) modernization initiatives.

**BACKGROUND:**

As indicated in Reports SSE01-20, SSE09-20, SSE03-21, SSE04-21 and SSE11-21, MCCSS is working to transform social assistance delivery in Ontario, which includes a number of modernization initiatives. The modernization and renewal of social assistance is a long-term endeavor that seeks to create program efficiencies and ultimately improve service delivery mechanisms and employment outcomes. Figure 1 below provides a timeline of modernization initiatives that have been or are awaiting implementation in Nipissing District.

Figure 1



To date, Nipissing has:

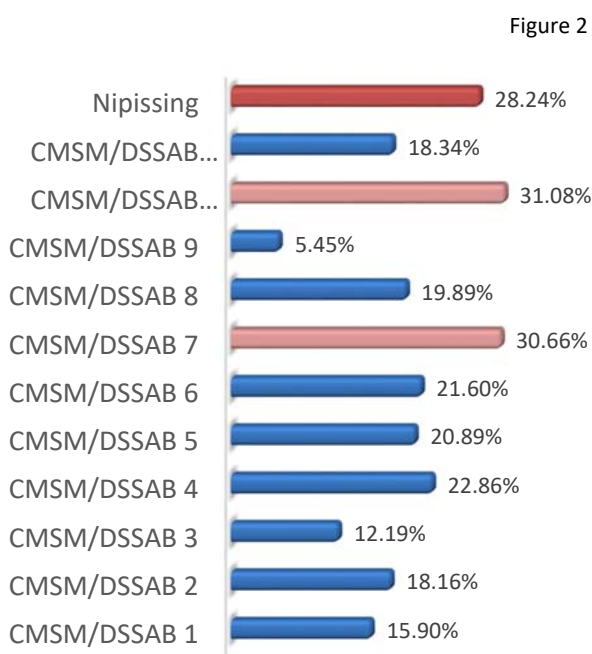
- Actively promoted MyBenefits since it became available in January 2020;
- Implemented the Reloadable Payment Card (RPC) initiative in April 2021;
- Implemented the Electronic Document Management (EDM) initiative in July of 2021; and
- Begun the process of implementing Electronic Signatures.

There are also a number of modernization initiatives on the horizon including:

- Centralized Intake which is anticipated to be implemented in September 2022;
- Employment Services Transformation, for which the competitive process, to select a Service System Manager, is anticipated to begin in 2023.

## CURRENT STATUS/STEPS TAKEN TO DATE:

### MyBenefits



MyBenefits is an online service that social assistance recipients in Ontario can register to use for the following:

- ✓ View payments and letters;
- ✓ Communicate with staff; and
- ✓ Report changes to the office.

According to the April 29, 2022 MCCSS *MyBenefits Registration* report and as illustrated in Figure 2, 28.24% of active cases in Nipissing were registered. This registration rate places Nipissing among the top three offices across the North. Ongoing promotion to encourage MyBenefits registration continues.

### Reloadable Payment Cards

Provincially, Direct Bank Deposit (DBD) continues to be the preferred method of payment for social assistance recipients. If DBD is not an option, Reloadable Payment Cards (RPC) are preferred as they are a more convenient, secure, cost effective and reliable method of payment than paper cheques. In Nipissing, according to the Integrated Case Summary Report for April 2022 and as illustrated in Figure 3 on the following page, 90% of active cases receive payments by DBD, 6% by cheque and 4% by RPC. Figure 4, illustrates OW's continued improvement month over month on the number of RPC's on active cases.

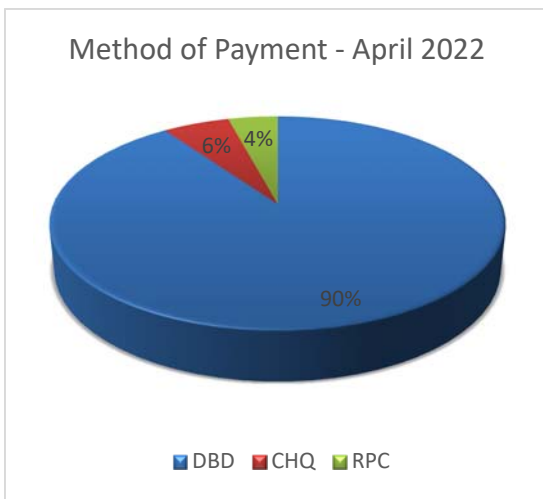


Figure 3

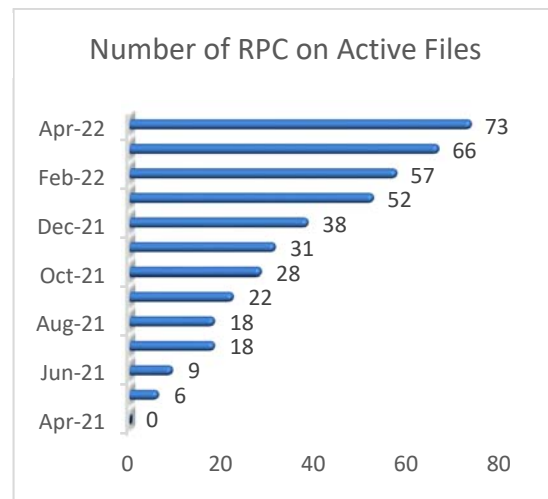


Figure 4

### Electronic Document Management

The EDM model involves the digitization of paper records by a third party vendor, Nimble, that are made accessible in the Social Assistance Management System (SAMS). Since local implementation in July 2021, there have been 1834 master files digitized. This equates to 225,738 pages. There have also been an additional 14,033 incoming documents scanned to be uploaded into SAMS by Nimble that were not part of the original master file digitization project. In Nipissing, DNSSAB has opted not to digitize all incoming requests and documents; instead only Ministry required documents are scanned and digitized.

Pandemic response strategies such as remote work and the availability of federal pandemic benefits, in combination with a reduction in the number of incoming applications, resulted in a limited number of hardcopy documents requiring digitization. Effective April 2022, pre-pandemic processes including face-to-face appointments and wet signatures resumed. For this reason, OW anticipates that the number of files and hard copy documents requiring digitization will increase accordingly. Please note that Nimble has approached DNSSAB requesting a 5% increase effective July 2022. This request is under review with the Contract and Purchasing Specialist and Finance Department.

### Electronic Signatures

The Ministry has introduced Electronic Signatures or eSignatures through a web service called Core Share. Initially this option was not available in Nipissing due to software compatibility issues. OW is pleased to report that eSignatures has now been enabled. Due to the sensitivity of the information collected as part of the OW application process, the documents available for eSignature are currently limited to:

1. Rights and Responsibilities
2. MCCSS General Consent
3. Consent to Disclose and Verify Personal Information (CRA)

It is unclear at this time if MCCSS will expand the forms available through eSignature.

### Centralized Intake

In October 2020, MCCSS began to pilot a centralized intake model for social assistance applications in Ontario. The model was designed to create efficiencies as well as address the increase in applications anticipated when the province began to recover from the economic impacts of the COVID-19 pandemic. As previously reported through



SSE11-21, the roll out of Centralized Intake to the remaining 12 OW sites, including Nipissing, had been delayed until January 2022. This date has since been extended to September 2022 to provide MCCSS an opportunity to continue to optimize and enhance efficiencies. In the meantime, Nipissing continues to undertake preparation activities in order to ensure a smooth transition.

### Employment Service Transformation

Gradual implementation of Employment Service Transformation (EST) continues across the province using a phased in approach with the lower complexity areas in phase one and the most complicated catchment areas in phase three. At each phase, the Ministry has implemented a two-stage competitive process to select the Service System Managers for each catchment area.

1. Request for Qualification
2. Call for Proposal

Figure 5 below provides an overview of the EST phases. Nipissing falls within the Northeast catchment area and will be part of the phase three rollout targeted to begin in 2023.



Figure 5

In the meantime, the Ministry is beginning to expand the use of the Common Assessment Tool and the Action Plan to non-EST sites. Both of these tools are currently in use in the prototype regions.

1. **Common Assessment:** a digital questionnaire accessed through SAMS and used across social assistance and employment services to support identification, assessment and planning for life stabilization and employment.
2. **Action Plan:** a tool used to create and record a client’s individual plan towards life stabilization. It allows the caseworker to track the client’s goals, barriers, and community referrals related to their life stabilization needs.

Nipissing OW participates in a working group established by MCCSS to help sites transition to using the new tools. This working group has paused. The target is to resume in late summer to prepare for train-the-trainer sessions expected to roll out before the end of 2022.

### CONCLUSION:

In September 2020, the Ministry released the Social Assistance Recovery and Renewal Plan. In February 2021, the focus of this plan shifted from recovery to renewal and the new social assistance delivery model supported by modernization initiatives. In

Nipissing, the Ontario Works department has promoted and implemented a number of modernization initiatives designed to improve service delivery mechanisms, leverage technology and enhance the client experience. Preparation and planning is underway to shift to Centralized Intake as well as to transition from employment to life stabilization services as part of the EST initiative. Nipissing OW is in a good position to adapt to the coming changes and to align itself with the Ministries long-term vision for social assistance delivery in Ontario.

**BRIEFING NOTE CS05-22**

**For Information** or  **For Approval**

**Date:** June 22, 2022

**Purpose:** **Licensed Child Care Services & Services for Children with Exceptional Needs**

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

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

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***Alignment with Strategic Plan: Healthy, Sustainable Communities***

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

Briefing Note CS05-22 for information purposes.

**BACKGROUND:**

The Child Care and Early Years Act, 2014 (CCEYA), is the legislation that governs the early years and child care system in Ontario. The CCEYA helps ensure that the health, safety and well-being of children, families and service providers.

The Ministry of Education licenses child care centres and home child care agencies. Licensed child care service providers must follow the rules set out in the CCEYA and its regulations in order to remain in good standing with licensing requirements.

**CURRENT STATUS/STEPS TAKEN TO DATE:**

Child care plays a vital role in helping to promote healthy child development and helping children to reach their full potential. It is an essential support to parents and guardians, helping them to balance the demands of career and family while participating in the workforce, pursuing education, or training opportunities.

The CCEYA defines a child as under 13 years of age. Although the CCEYA clearly defines a child’s age, the ministry has confirmed that the CCEYA does not prohibit the enrolment of children who are 13 years of age or older in licensed child care programs.

If there are children 13 years of age or older attending a licensed child care program, they must be considered the same as a junior school age child and counted in the total number of children for the purposes of age groups and ratios.

In circumstances where an older child requires child care services, the child care agency must ensure that the child can be fully integrated into the program and that the child's individual needs can be met. This means that the child can be provided equal access to services and participate meaningfully in the program, where the child's sense of belonging and well-being is fully maintained.

In cases where the child has exceptional needs, inclusion support services are available to support the child and child care staff. These services are intended to support the inclusion of children with exceptional needs in various child care settings, including centre based child care, home child care, camps and "children's recreation programs", at no additional cost to parents or guardians.

### **RESOURCES REQUIRED, RISKS AND MITIGATION:**

At times, additional supports may be required in order to meet a child's needs and achieve inclusive practices and quality services. Special Needs Resourcing funding is available to support in such instances. This funding may support with hiring supplemental staff, provide professional development opportunities to child care staff supporting the child with exceptional needs, and to purchase or lease specialized/adaptive equipment and supplies.

Under the *Day Nurseries Act (previous to the CCEYA)*, parents of children with exceptional needs could be eligible for fee subsidies for children up to 18 years of age. Although the *Child Care and Early Years Act, 2014* defines a child as under the age of 13 years, in order to support continuity of care, children with exceptional needs who were in receipt of a service or received financial assistance before August 31, 2017 will be allowed to continue to receive assistance/services until they turn 18 years, provided that they meet other eligibility criteria that are unrelated to age. This means that the child can continue to receive fee subsidy and inclusion support services while participating in these services.

### **CONCLUSION:**

It is recognized that each child is unique with a range of abilities and a variety of needs. Licensed child care programs ensure that all children and their families have access to the appropriate supports and resources that they deserve. When necessary, experiences and program routines are adapted so that all children can participate actively and meaningfully.

Families with children who have exceptional needs are often faced with the challenge of finding services that will adequately meet their child's needs. This challenge is exacerbated when the licensed child care options are no longer available, often leaving families to find alternative services. Unfortunately, ongoing services are not easily found.

DNSSAB Children's Services Team has begun to explore and will continue to research opportunities available to families so that possible options can be shared when needs outside of the licensed child care system arise.

## BRIEFING NOTE HS26-22

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** Homelessness Action Plan Update

**Prepared by:** Stacey Cyopeck, Director, Housing Services

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

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### ***Alignment with Strategic Plan: Healthy, Sustainable Communities***

Maximize Impact  Remove Barriers  Seamless Access  Learn & Grow

Report HS26-22 provides an update on the progress to date on the Homelessness Action Plan, for information purposes.

### **BACKGROUND:**

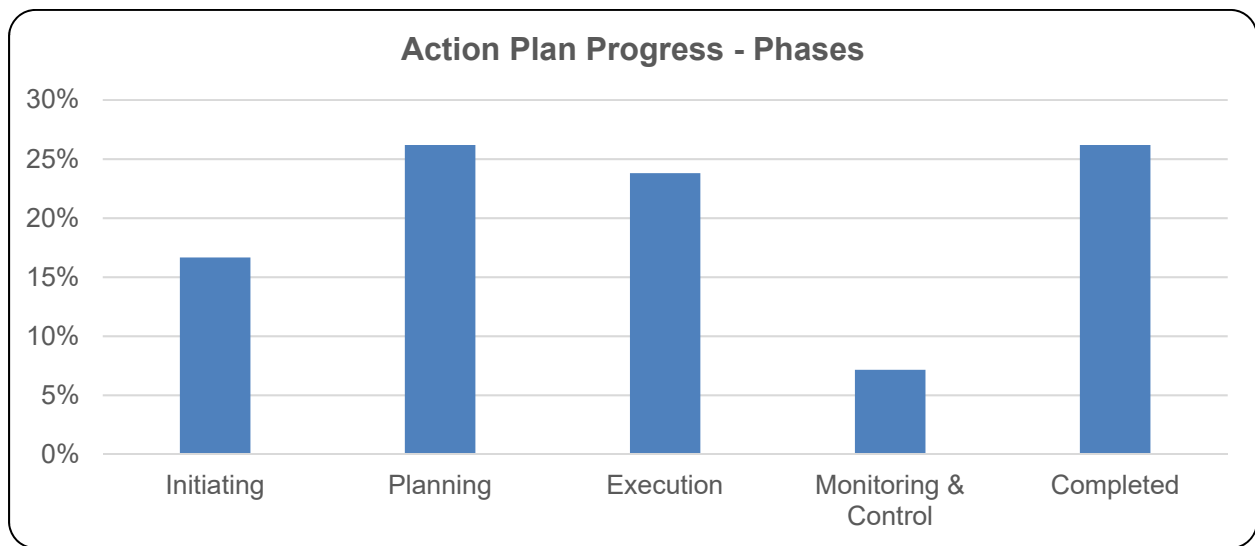
- Approved in October 2021, the Homelessness Action Plan provides a clear path of action for staff and the Board to follow, which is realistic, attainable, and within the Board's scope of responsibility and strategic direction.
- The Homelessness Action Plan features seven sections guided by their specific priority and 42 actions. Actions are also tied to associated planning strategies through the 10-Year Housing and Homelessness Plan.
- As part of the implementation of the Homelessness Action Plan, staff are committed to presenting quarterly progress reports to the Board.
- The Homelessness Action Plan implementation is measured based on the current phase of progress for the 42 action items. The phases are defined as follows:
  - *Not Started* – Work has not begun to implement the action.
  - *Initiating* – Action formation; developing a team; project charter if necessary; begin work.
  - *Planning* – Finalize action steps/scope; work breakdown and schedules (who does what, when); resources are in place.
  - *Execution* – Carrying out the actual work.

- *Monitor & Control* – Holding period to monitor progress (and make any changes) before determining that the action is complete.
- *Completed* – The action has been achieved and is completed (Note: there may be ongoing work associated with the action but this is the point where for the purpose of the plan, the action has been completed).

**CURRENT STATUS/STEPS TAKEN TO DATE:**

This Homelessness Action Plan Update represents the second quarterly progress update. As such, the plan has now reached the halfway point of its 12-month targeted action lifespan. Appendix A provides an implementation update by individual action items. Significant progress has continued in the second quarter. Since the last update, every action item in the plan has been initiated and is moving through the phases of progress. Previously, 71% of the plan’s actions had been started.

As per Figure 1 below, 11 or 26% of the action items have been fully completed. This represents an increase of 5% since the last quarter. The majority of the plan’s actions (10 actions or 24%) are found in the planning and execution phases. This represents a 7% increase since the last quarter and indicates that actions are continuing to progress through the phases over time.



*Figure 1 - Action progress phases by frequency of occurrence.*

The following are key implementation highlights for the reporting period:

- The Homelessness Prevention Program (HPP) launched on April 1, 2022, replacing the Community Homelessness Prevention Initiative (CHPI) and the Strong Communities Rent Supplement Program (SCRSP). Unlike CHPI and SCRSP, HPP is tied to the By-Name List and aligns with Coordinated Access efforts.
- Announced April 7, 2022, the District of Nipissing Social Services Administration Board (DNSSAB) received nearly \$1.3 million through the Social Services Relief Fund Phase 5 to assist with the delivery of critical services, create longer-term housing solutions, and keep people safe.

- The Northern Pines transitional and supportive housing campus was officially announced at a ribbon-cutting ceremony on April 21, 2022.
- The DNSSAB became a Built for Zero Canada member community with the goal of ending chronic and veteran homelessness in the Nipissing District.
- DNSSAB staff hosted HIFIS 4.0 training sessions with Coordinated Access Nipissing (CAN) agencies' frontline workers.

### **RESOURCES REQUIRED:**

The Homelessness Action Plan is a DNSSAB planning document. As the service system manager, DNSSAB plays a large role in housing and homelessness in the Nipissing District. The implementation of action items is, therefore, a top priority for the Board in its goal to realize the vision of *Healthy, sustainable communities*. The following actions are intended to assist the Board and staff with the implementation of the Plan:

- Ensure all funding decisions pertaining to housing and homelessness are linked to the Homelessness Action Plan.
- Seek opportunities to create or enhance partnerships in the community to move forward the Homelessness Action Plan.
- Where feasible, realign existing resources to complete/implement the action items listed in the Homelessness Action Plan.
- Apply to available funding resources to complete/implement the action items listed in the Homelessness Action Plan.
- Advocate to various levels of government for additional resources to complete/implement the action items listed in the Homelessness Action Plan that cannot be realized through a realignment of existing resources.

### **CONCLUSION:**

In summary, since the Action Plan's approval in October 2021, DNSSAB has made significant strides in the implementation of the Plan's actions. Every action contained in the plan has begun and is progressing towards full completion, while 26% of the actions are now complete. The final six months of plan implementation will be critical to the overall success of the Action Plan. The implementation of HIFIS 4.0 at the end of June along with the continued efforts with Coordinated Access Nipissing will see multiple action items reach completion.



# Appendix A

Housing Continuum	Priority	Action	Started	Phase	Progress, %
Unsheltered Homelessness	<b>Establish a coordinated system of outreach supports through a lead agency, to quickly connect unsheltered homeless individuals with housing and health services and programs.</b>	Create an Encampment Coordinated Response Table with the representation of decision-makers from the City of North Bay, North Bay Police, DNSSAB, North Bay Indigenous Friendship Centre, and other health and social services providers with the aim to move unsheltered homeless individuals to housing.	Yes	Completed	100
Unsheltered Homelessness		Ensure that there is sustainable funding for emergency response teams to assist with crisis situations including encampments, housing that has been condemned, and housing destroyed by a natural disaster or fire.	Yes	Monitoring & Control	90
Unsheltered Homelessness		Provide mobile health and crisis response services such as street nursing, which are also linked to coordinated access (i.e., location of available housing) and case management.	Yes	Monitoring & Control	90
Unsheltered Homelessness		Ensure that there is space available to rapidly shelter or re-house individuals who are transitionally homeless or have been affected by housing that has been condemned, accommodations that have been destroyed by natural disasters or fires, or COVID infections.	Yes	Planning	50
Unsheltered Homelessness		Building upon the community work that has been done, complete and formalize the process for obtaining the names of homeless individuals and utilize a case management model to house and support individuals promptly.	Yes	Monitoring & Control	90
Unsheltered Homelessness		Establish the necessary data-sharing agreements between relevant service providers, to share client information and data in support of case management (above), research and analysis, and planning.	Yes	Completed	100
Emergency Shelter Services	<b>Develop a shelter system that is cost-effective and easy to access, to provide housing stability and rapid re-housing as required.</b>	Utilize provincial homelessness funding to continue to cover the operating costs of the Low-Barrier Shelter to March 31, 2022, with an emphasis on rapid rehousing for those experiencing episodic or transitional homelessness.	Yes	Completed	100
Emergency Shelter Services		The DNSSAB to develop a funding strategy to cover the operating costs of the Low-Barrier Shelter from April 1 to December 31, 2022. (Note: After this point, the low barrier shelter should be changed to transitional housing and the funding source post April 1, 2022 to be confirmed, see also, Transitional & Supportive Housing).	Yes	Completed	100
Emergency Shelter Services		Reduce - with an aim to eliminate - the use of shelter overflow in hotels/motels through coordinated access, transitional housing, and/or rapid housing options (see also, Unsheltered Homelessness).	Yes	Planning	50
Emergency Shelter Services		Offer 24/7 shelter and day programming for the homeless population.	Yes	Planning	50
Emergency Shelter Services		Utilizing the by-name list, conduct a risk assessment of individuals utilizing the low-barrier shelter, or in known encampments, and utilize a case management model to house and support individuals promptly.	Yes	Execution	75
Emergency Shelter Services		Explore current development projects and opportunities to reserve housing units for homeless families.	Yes	Planning	50
Transitional and Supportive Housing	<b>Create dynamic transitional and supportive housing that stabilizes individuals and promotes life skills development and independent living.</b>	Convert the Low-Barrier Shelter into stage-one transitional housing.	Yes	Execution	75
Transitional and Supportive Housing		Establish a permanent location for the stage-one transitional housing, which includes looking at the costs and benefits of staying at the existing location vs. moving to another.	Yes	Completed	100
Transitional and Supportive Housing		Create a coordinated service system with central accountability for the on-site delivery of a wide array of support services including mental health, addictions, counselling, education, life skills, employment, food security, and housing-based case management.	Yes	Initiating	25
Transitional and Supportive Housing		Continue to advocate for sustainable funding to support the operations of all transitional housing programs.	Yes	Initiating	25
Transitional and Supportive Housing		The DNSSAB to fund the transitional housing programs pending health or housing support from the provincial government.	Yes	Completed	100
Homelessness Prevention Services	<b>Provide a suite of coordinated homelessness prevention programs and services that will provide long-term stabilization and security to households and individuals at-risk of homelessness.</b>	Review the efficacy of the local homelessness programs.	Yes	Initiating	25
Homelessness Prevention Services		Depending on the results of the review above, consider providing additional funding for financial management programs such as trusteeships.	Yes	Initiating	25
Homelessness Prevention Services		Depending on the results of the review above, consider requiring households that have repeatedly accessed homelessness prevention programs to take part in financial management programs such as trusteeships.	Yes	Initiating	25
Homelessness Prevention Services		Increase data collection of homelessness prevention programs to include follow-ups with households that received assistance.	Yes	Initiating	25
Homelessness Prevention Services		Expand investments for rental subsidy programs that are not specifically tied to the Social Housing Waiting List. (Note: Doing this however, would not lead to a decrease in the Service Level Standard shortfall and would need to be explored further).	Yes	Execution	75
Homelessness Prevention Services		Increase data sharing between organizations that offer homelessness prevention programs to better serve vulnerable populations.	Yes	Execution	75
Homelessness Prevention Services		Start tracking the number of repeat clients and utilize a housing-based case management model to work with, and stabilize, individuals in their homes and prevent the loss of housing.	Yes	Execution	75
Other Housing Services	<b>Increase adequate, suitable, and affordable housing options including rental and homeownership that meet the diverse needs of the community.</b>	Seek sustainable funding for homeowners who require critical home renovations/retrofits. This funding is important to assist households in retaining their home and meeting health and safety regulations.	Yes	Planning	50
Other Housing Services		Seek sustainable funding for down-payment assistance programs. These programs are important to assist households who would like to move from rental accommodations to homeownership.	Yes	Planning	50
Other Housing Services		Advocate for increased funding to support the development of affordable housing units.	Yes	Planning	50
Other Housing Services		Leverage DNSSAB and NDHC funds to explore opportunities to expand rental subsidy programs, affordable housing, and revitalize public housing.	Yes	Planning	50

Other Housing Services		Explore and realize opportunities to increase the number of subsidized housing units through unit acquisitions and new developments.	Yes	Planning	50		
Information and Data	<b>Conduct advanced data collection and analysis on the homeless population that supports evidence-based decision-making and enables the measurement of progress, performance, and</b>	Dedicate a DNSSAB staff lead for HIFIS and Coordinated Access.	Yes	Planning	50		
Information and Data		Implement a By-Name List of homeless individuals in the Nipissing District.	Yes	Completed	100		
Information and Data		Implement HIFIS 4.0.	Yes	Execution	75		
Information and Data		Require that all service providers that access homelessness funding be on HIFIS 4.0.	Yes	Completed	100		
Information and Data		Ensure that the major service providers related to homelessness are involved in the Coordinated Access system and utilize HIFIS 4.0.	Yes	Execution	75		
Information and Data		Expand data sharing agreements between key service system players.	Yes	Completed	100		
Information and Data		Increase the reporting requirements for homelessness programs to include specific planning outcome measures and qualitative descriptive information.	Yes	Execution	75		
Information and Data		Increase data collection of housing and homelessness programs to include follow-ups with households that received assistance.	Yes	Execution	75		
System Coordination		<b>Create a coordinated system of homelessness and ancillary services and supports with a shared vision, purpose, and ownership.</b>	Become a Built for Zero Canada member community once the eligibility period opens.	Yes	Completed	100	
System Coordination			Centralize services for supportive and transitional housing tenants and shelter guests – a wide array of support services on-site.	Yes	Planning	50	
System Coordination	Ensure the By-Name List of homeless individuals is tied to a group of community service providers who will meet regularly and find coordinated solutions to rapidly rehouse and provide supports to individuals identified.		Yes	Completed	100		
System Coordination	Assess the value of funded housing and homelessness programs, supports, and services for their Social Return on Investment.		Yes	Initiating	25		
System Coordination		Identify individuals who do not have a fixed address in DNSSAB databases and seek their consent to be added to the By Name List in order to connect them with appropriate supports and services.	Yes	Execution	75		

## BRIEFING NOTE HS29-22

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** **Community Homelessness Prevention Initiative (CHPI) and Social Service Relief Fund (SSRF) 2021-22 Year End Report**

**Prepared by:** Stacey Cyopeck, Director of Housing Services

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

### ***Alignment with Strategic Plan: Healthy, Sustainable Communities***

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

### **RECOMMENDATION:**

Report HS29-22 provides details on the Community Homelessness Prevention Initiative (CHPI) and Social Service Relief Fund (SSRF) Phase 3 and 4 – 2021-22 Year End for information purposes.

### **BACKGROUND:**

The 2021-2022 Community Homelessness Prevention Initiative (CHPI) funding was originally set by the province at **\$1,771,340** for the fiscal year. The CHPI funding Guidelines directed the funds be to four primary categories:

- **Emergency Shelter Solutions** - services and supports for those who are experiencing homelessness.
- **Housing with Related Supports** - activities such as providing operating funding for long-term and transitional housing, as well as supports related to the delivery of that housing.
- **Other Services and Supports** - various services and supports to assist vulnerable clients with relief or support in obtaining housing.
- **Homelessness Prevention** - services that assist households at-risk of homelessness to retain their housing (e.g. shelter diversion programs)

A fifth priority was added with the advent of Social Services Relief Funding (SSRF) under CHPI:

- **Homelessness Prevention – Rent Relief Only** – including rent banks and emergency energy funds (e.g. landlord outreach and mediation, emergency financial assistance in the form of payment of rental and/or utilities arrears).

The total CHPI funding increased twice during the year through the third and fourth phases of the SSRF.

On March 10, 2021 the District of Nipissing Social Services Administration Board (DNSSAB) received notification from the Ministry of Municipal Affairs and Housing that the province had allocated an additional **\$2,611,180** under the SSRF P3 funding for use from March 1, 2021 to December 31, 2021.

On August 16, 2021, the DNSSAB received notification from the Ministry of Municipal Affairs and Housing that the province had allocated an additional **\$2,934,100** under the SSRF P4 funding for use from April 1, 2021- March 31, 2022. SSRF P4 included both Operating and Capital funding.

**CURRENT STATUS/STEPS TAKEN TO DATE:**

Figure 1 – Provincial Homelessness Funding by Service Category

PROVINCIAL HOMELESSNESS PROGRAMS FUNDING – 2021-22				
Service Categories	CHPI	SSRF P3	SSRF P4	Total
Emergency Shelter Solutions	\$350,000	\$2,018,012	\$1,563,554	\$3,931,566
Homelessness Prevention	\$970,379	\$175,398		\$1,145,777
Homelessness Prevention - Rent Relief Only		\$241,713		\$241,713
Housing with Related Supports	\$189,000			\$189,000
Services and Supports		\$97,722		\$97,722
Program Administration	\$261,961	\$78,335	\$88,023	\$428,319
Capital			\$1,282,523	\$1,282,523
<b>Total Funding</b>	<b>\$1,771,340</b>	<b>\$2,611,180</b>	<b>\$2,934,100</b>	<b>\$7,316,620</b>

**Allocation of CHPI, SSRF P 3 and SSRF P 4 Funding:**

- **Emergency Shelter Solutions:**  
Contracted services for family shelter beds, the Low Barrier shelter beds, Overflow and Isolation beds and street outreach
- **Homelessness Prevention:**  
Contracted services providing direct client benefits for households experiencing homelessness or at risk of homelessness, including emergency housing response, first and last month’s rent, rent arrears, utility arrears, moving costs, housing start up
- **Housing with Related Supports:**  
Contracted services for the provision of transitional housing units and programming.
- **Services and Supports:**  
Contracted services providing basic needs during the pandemic including access to food, PPE, transportation
- **Capital:**  
Construction and development of a 24 bed Stage 1 Transitional housing program to be located at the 590 Chippewa, Northern Pines site.

Figure 2 – Provincial Homelessness Service Indicators By Service Category

<b>PROVINCIAL HOMELESSNESS PROGRAMS SERVICE INDICATORS BY SERVICE CATEGORY *</b>				
<b>Service Categories</b>	<b>CHPI</b>	<b>SSRF P3</b>	<b>SSRF P4</b>	<b>Total</b>
Emergency Shelter Solutions - Number of Bed Nights	1,516	3,150	7,665	12,331
Homelessness Prevention - Number of Individuals Served	564	826	0	1,390
Homelessness Prevention - Rent Relief Only - Number of Households Served	N/A	26	0	26
Housing with Related Supports - Number of Individuals Housed	8	0	0	8
Services and Supports - Number of Service Interactions for Basic Needs and PPE	N/A	10,885	0	10,885
<b>Total</b>	<b>2,088</b>	<b>14,887</b>	<b>7,665</b>	

\* Numbers are cumulative and do not represent unique households

### **RISK IDENTIFICATION AND MITIGATION:**

On March 7<sup>th</sup>, 2022, notification was received that effective April 2022, the Provincial CHPI funding will be consolidated with the Strong Community Rent Supplement funding into a new Homelessness Prevention Program (HPP). The HPP funding has new service categories and reporting requirements, requiring the identification of unique households for all funding categories. In addition, the funding is tied directly to the By Name List and services will need to report follow up and outcomes at key intervals during and after the provision of services.

All homelessness funding allocated through the DNSSAB now has a requirement that service providers are signatories on the CAN Data Sharing Agreement, members of Coordinated Access Nipissing and use the Homeless Individuals and Families Information System (HIFIS) for data reporting. The implementation of HIFIS 4.0 will provide ongoing and comprehensive data in compliance with the new requirements.

### **CONCLUSION:**

The 2021-22 CHPI and SSRF funding allocations mitigated the costs precipitated by challenges to the capacity within the homelessness sector that were created by the pandemic. The flexibility of the funding allowed the DNSSAB to allocate funding responsively when priorities within the system shifted throughout the pandemic.

## BRIEFING NOTE CS06-22

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** **Children's Services Policies**

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

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

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### ***Alignment with Strategic Plan: Healthy, Sustainable Communities***

Maximize Impact  Remove Barriers  Seamless Access  Learn & Grow

### **RECOMMENDATION:**

THAT the Community Services Committee accept and endorse the updated policies as listed below and described in briefing note CS06-22:

- 1) Policy: Wage Enhancement Grant and Home Child Care Enhancement Grant (Appendix A)
- 2) Policy: Fee Subsidy Waitlist Management (Appendix B)

### **BACKGROUND:**

DNSSAB is the designated child care and early years service system manager responsible for the planning and managing of licensed child care services and EarlyON Child and Family Centres throughout the District of Nipissing.

DNSSAB's policies and practices are planned and implemented to reflect legislation, regulations, directives and best practices, which include the *Ontario Child Care and EarlyON Child and Family Service Management Funding Guideline for Consolidated Municipal Managers and District Social Service Administration Boards*.

The Ministry of Education encourages service system managers to adopt a standard approach to managing the delivery of early years and child care services.

**CURRENT STATUS/STEPS TAKEN TO DATE:**

The attached policies have been updated to reflect current practices and local priorities as well as promote further transparency and consistency in application and implementation for all licensed child care service providers.

More specifically, the Wage Enhance Grant and Home Child Care Enhancement Grant Policy (attached as Appendix A) was updated to provide additional information concerning reporting, reconciliations and audit processes.

The Fee Subsidy Waitlist Management Policy (attached as Appendix B) was updated to provide further clarity to the policy as it relates to communication with the applicants and space refusals.

**RESOURCES REQUIRED, RISKS AND MITIGATION:**

A notional wage enhancement/HCEG amount is included in DNSSAB's budget schedule on an annual basis. The ministry adjusts entitlements and resulting cash flows based on information reported through ministry submissions. The wage enhancement and home child care enhancement grant funding transferred to the service provider is 100% provincial funding. The only municipal contribution allocated to this funding is the 50% administrative contribution.

When the allocated Fee Subsidy budget for purchasing licensed child care and children's recreation programs is being spent at the maximum expenditure level, the Fee Subsidy Waitlist Policy (attached as Appendix B) will need to be implemented. Fee subsidy applicants will be placed on a district-wide fee subsidy waitlist consistent with DNSSAB's prioritization process.

The established policies help to mitigate potential risk by ensuring further alignment with best practices and local priorities. Furthermore, they are intended to support a fair, equitable, accountable and transparent decision making process.

**CONCLUSION:**

DNSSAB will ensure that ongoing communication and messaging regarding policies is handled in a proficient manner through various methods (i.e. website, Facebook, guidelines, memorandums, etc.) which in turn will ensure that the necessary information reaches the appropriate individuals throughout the district.

Guidelines, applications and information related to Wage Enhancement are also available on the DNSSAB website.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

## 1. Policy Statement

The Wage Enhancement Grant (WEG) benefits program staff in the licensed child care sector, helps retain registered early childhood educators (RECEs), and supports access to stable, high-quality child care programs. The wage enhancement will also help close the wage gap between RECEs working in full-day kindergarten (FDK) programs and RECEs and program staff working in licensed child care settings.

The Home Child Care Enhancement Grant (HCCEG) helps to stabilize licensed home child care agencies in order to strengthen and support the licensed home child care system.

The District of Nipissing Social Services Administration Board (DNSSAB) is committed to ensuring that WEG/HCCEG allocations to Service Providers is distributed in accordance with the Agreement, Policies and Guidelines through a process that is fair, accountable and transparent.

## 2. Goals, Objectives and Purpose

- The WEG/HCCEG is intended to stabilize and transform the existing child care system to increase program choice and reliability for parents and support consistent, higher quality child care services to promote children's learning and development. It is also intended to support licensed home child care agencies and strengthen the licensed home child care system.
- The goals of the enhancements are to:
  - Help close or narrow the wage gap between RECE wages in the education sector and licensed child care sectors;
  - Stabilize licensed child care operators by helping them retain RECEs/child care staff; and
  - Support greater employment and income security.
- To adopt a standard approach in managing the WEG/HCCEG throughout the District.
- To ensure an effective and transparent approach to providing the WEG/HCCEG to Service Providers.
- To ensure equity, openness, accountability and transparency.



District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

- DNSSAB will administer the WEG/HCCEG within the established Policies and Guidelines.

### 3. **Persons or Groups Affected**

- All licensed child care centres and home child care agencies are eligible to apply for WEG/HCCEG, regardless of participation in the local quality initiatives, or current purchase of service status with DNSSAB.
- Licensed Child Care Program Staff
- Licensed Home Child Care Providers

### 4. **Restrictions**

- The availability of the WEG/HCCEG will depend on the level of Funding provided by the Ministry.
- The WEG supports an increase of up to \$2 per hour, plus 17.5% benefits. In addition, the HCCEG will support an increase of up to \$20 per day for home child care providers.
- WEG cannot be used to meet Minimum Wage requirements. General Operating Funding, Pay Equity and One-Time Stability funding are not part of the WEG.
- In order to receive the WEG/HCCEG, the Service Provider must have a fully executed agreement with DNSSAB.

### 5. **Policy**

#### **Centre-Based Child Care – Full WEG**

- To be eligible to receive the full WEG of \$2 an hour plus 17.5% in benefits, staff must:
  - Be employed in a licensed child care centre or agency;
  - Have an associated base wage excluding prior year's WEG of \$26.59 or less per hour (i.e. \$2 or more below the wage cap of \$28.59); and
  - Be in a position categorized as a child care supervisor, RECE, home child care visitor, or otherwise counted toward adult to child ratios under the Child Care and Early Years Act, 2014.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

- Child care program positions that are in place to maintain lower adult-child ratios than required under the CCEYA, and meet the eligibility outlined above, are also eligible for WEG.

#### Centre-Based Child Care – Partial WEG

Where an eligible centre-based or home visitor position has an associated base wage rate excluding year one's WEG between \$26.59 and \$28.59 per hour, the position is eligible for a partial WEG. The partial WEG will increase the wage of the qualifying position to \$28.59 per hour without exceeding the cap.

#### Home-Based Child Care - Full HCCEG

- In order to be eligible to receive the full HCCEG of \$20 per day, home child care providers must:
  - Hold a contract with a licensed home child care agency;
  - Provide services to one child or more (excluding the provider's own children);
  - Provide full time services on average (6 hours or more a day); and
  - Receive base daily fees excluding year one's HCCEG of less than \$265.90 (i.e. \$20 below the cap of \$285.90).

#### Home-Based Child Care - Partial HCCEG

- In order to be eligible to receive the partial HCCEG of \$10 per day, home child care providers must:
  - Hold a contract with a licensed home child care agency;
  - Provide services to one child or more (excluding providers own children);
  - Provide part time services on average (less than 6 hours a day); and
  - Receive base daily fees excluding year one's HCCEG of less than \$159.86 (i.e. \$10 below the cap of \$171.54).

#### Supplemental Grant

- An additional supplemental grant of \$150 for each eligible centre-based FTE or home visitor FTE and \$50 for each eligible home child care provider.
- The supplemental grant must be used to support staff, home visitors' and providers' hourly/daily wage or benefits.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

#### Payment to Eligible Staff

- Service Providers must clearly indicate on staff pay cheques and home child care provider fee transfers the portion of funding that is being provided through the WEG/HCCEG labeled as follows:
  - Provincial child care wage enhancement; or
  - Provincial home child care enhancement grant
- The compensation rate (partial or full) will be based on the program staff's or home child care provider's current year of hours worked.

#### Reporting and Reconciliations

- On an annual basis, Service Providers are required to reconcile the WEG/HCCEG funding entitlements with actual expenditures, in the prescribed format provided by DNSSAB.
- Any adjustments and recoveries of funding will be determined at the discretion of DNSSAB's WEG/HCCEG reconciliation process.

#### Audits and Additional Reports

- On an annual basis, DNSSAB will conduct random audit/reviews of the distribution of WEG/HCCEG to ensure that Service Providers adhere to established Policies and Guidelines as well as the terms and conditions set out in the Agreement with DNSSAB.
- The Service Provider shall, for the provision of WEG/HCCEG, permit DNSSAB to observe and evaluate the distribution of WEG/HCCEG provided or audit/review the financial records and books of account.
- Any unused or misused WEG/HCCEG Funds shall be recovered by DNSSAB.
- Non-compliant Service Providers may be deemed ineligible to receive future WEG/HCCEG.

#### Wage Enhancement Inquiries

- Licensed Child Care Program Staff and Home Child Care Service Providers inquiring about the WEG/HCCEG must complete the "Wage Enhancement Grant Inquiry Form" to ensure adequate and appropriate follow-up.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

- The “Wage Enhancement Grant Inquiry Form” will be made available on the DNSSAB’s website along with the Wage Enhancement Grant and Home Child Care Enhancement Grant Guidelines.
- When received, DNSSAB will review and respond to inquiries within 2 business days.

## 6. **Annual Policy Update**

This policy will be updated on an annual basis to reflect updates and addendums made to the Ministry’s Ontario Child Care and EarlyON Child and Family Service Management Funding Guideline For Consolidated Municipal Managers and District Social Service Administration Boards.

## 7. **Definitions**

The words and phrases listed below when used in this policy shall have the following meaning ascribed to them:

- “Agreement” means a service agreement between the DNSSAB and Child Care Service Provider related to WEG/HCCG;
- “Board” means the Board of Directors of the District of Nipissing Social Services Administration Board;
- “Policies and Guidelines” means the policies and guidelines of the Ministry and DNSSAB, as amended or replaced from time to time;
- “DNSSAB” means the District of Nipissing Social Services Administration Board;
- “Funding or Funds” means the money the DNSSAB provides to the Service Provider related to the WEG/HCCG;
- “HCCG” means Home Child Care Enhancement Grant;
- “Licensed Child Care” means an agency who provides centre based or home child care for one or more children and has a licence issued by the Ministry of Education under the *Child Care and Early Years Act, 2014*;
- “Minimum Wage” means the lowest hourly rate of pay that a Child Care Service Provider can pay an employee;
- “Ministry” means Ministry of Education for the Province of Ontario or any successor ministry, department or government body;
- “Service Provider(s)” means an independent agency providing Licensed Child Care services;

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-ADM-10
Policy	Wage Enhancement Grant and Home Child Care Enhancement Grant		
Effective Date	January 2015	Annual Review	May 2022
Revision Date	May 2022	Board Approval	

- "WEG" means Wage Enhancement Grant.

#### 8. **References and Related Statements of Policy and Procedures**

- Ontario Child Care and EarlyON Child and Family Service Management Funding Guideline For Consolidated Municipal Managers and District Social Service Administration Boards (Ministry of Education, updated annually).
- Child Care and Early Learning Act 2014.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

### 1. **Policy Statement**

The District of Nipissing Social Services Administration Board (DNSSAB) has discretion regarding local Fee Subsidy management and is committed to ensure that all programs and services reflect a fair, equitable, accountable and transparent decision making process.

When the allocated Fee Subsidy budget for purchasing licensed child care and children's recreation programs is being spent at the maximum expenditure level, all Child Care Fee Subsidy Applicants will be placed on a district-wide Fee Subsidy waitlist consistent with DNSSAB's prioritization policy.

This policy applies to the ongoing management of the Fee Subsidy budget by DNSSAB Children's Services department.

### 2. **Goals, Objectives and Purpose**

- To define strategy in regards to waitlist management;
- To ensure that the approved funding under the Fee Subsidy budget is not exceeded;
- To ensure that Children who are identified as highest priority by DNSSAB receive priority access;
- To ensure a fair and equitable process utilizing a prioritized strategy in order to support those most in need in a timely manner;
- To provide guidance regarding the implementation of a Fee Subsidy waitlist;
- To establish DNSSAB's standard in regards to waitlist management for Child Care Fee Subsidy;
- To administer services within the discretion of the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines.
- To comply with the Child Care and Early Years and Act.

### 3. **Persons or Groups Affected**

- Parents residing in the District of Nipissing;
- Children younger than thirteen (13) years of age and under special circumstances up to 18 years of age residing in the District of Nipissing;
- Licensed Child Care Service Providers;
- Children's Recreation Program Service Providers;
- Inclusion Support Service Providers.

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

#### 4. **Restrictions**

- Policy is limited to Licensed Child Care Service Providers offering Child Care services under the *Act* to Parents and Children residing in the District of Nipissing.
- Policy is limited to Child Care Service Providers holding a current purchase of service agreement with DNSSAB.
- Policy is implemented when the demand for Child Care Fee Subsidy exceeds the budgetary resources available.

#### 5. **Policy**

- The Children's Service Department will use OCCMS for the purpose of Fee Subsidy Waitlist management.
- The Fee Subsidy Waitlist will be comprised of parents who have been pre-assessed and determined to meet eligibility requirements for subsidy based on the Provincial Income Test.
- Within each priority level, families will be prioritized in accordance to the Fee Subsidy application date.
- Parents from lower priority levels will be offered Child Care Fee Subsidy after eligible families with higher priority levels have been offered a subsidy.
- Parents will be responsible for paying the full daily fee for licensed child care and children's recreation programs until the Parent and Service Provider is notified of approval for a fee subsidy. Fee subsidy will not be backdated to the child's enrolment date.
- In order to maximize the full annual budget, end-of-year Child Care Fee Subsidy offers may be made to waitlisted families within all priority levels, based on matching of the cost of care required per family and the remaining available budget.
- The details of how the Waitlist Policy will be administered will be kept up-to-date in the related Waitlist Management Process and will include the monitoring, communication and record keeping procedures to implement the policy.
- The implementation, impact and outcomes of the Fee Subsidy Waitlist Policy will be evaluated after 6 months of implementation and again after 18 months, and changes to either policy or implementation may be recommended at that time.

#### 6. **Prioritization**

- If funding is not available and a Parent has completed an application for Child Care Fee Subsidy, the Applicant will be placed on a waitlist, on a first come, first serve basis (based on the application date) within the following priorities:

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

Priority 1:

Immediate subsidy when a child care space is secured.

Parents who meet one or more of the following criteria:

- Families with a child with special needs, for whom a “specialized placement” is required and available.
- Families who are deemed to be “in crisis” with a completed referral and with Supervisor or designate approval.
- Ongoing clients with an “Approved Break in Service”.

Priority 2:

- Children under age 10 of all other eligible families whose assessed family income is below the most recent, published median household income, as determined by Statistics Canada.
- Children up to 18 with an approved special needs referral of all other eligible families whose assessed family income is below the most recent, published median household income, as determined by Statistics Canada.

Priority 3:

- Children under age 10 of all other eligible families whose assessed family income is above the most recent, published median household income.
- Children up to 18 with an approved special needs referral of all other eligible families whose assessed family income is above the most recent, published median household income.

Priority 4:

- Children aged 10 to 12 years of age for all eligible families.

## **7. Communication with Applicants and Refusal of Subsidy**

- When a Child Care Fee Subsidy becomes available, the CSR will reach out to the next eligible Applicant in accordance with the prioritization list.
- The CSR will inform the Applicant that a subsidy is available. The applicant will be provided time to find a licensed child care space. If the Applicant refuses the subsidy, the Applicant will remain on the waitlist until another subsidy becomes available.
- After two refusals, if the Applicant opts to remain on the waitlist, the Applicant will be reprioritized in accordance with the date of the second refusal.



District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

- If the Applicant does not respond to the CSR calls or emails within three business days, the Applicant will be skipped and the next Applicant will be contacted.
- A letter will be sent to the initial Applicant to request confirmation of need for subsidized care. If a response is not received within 10 business days, the Applicant will be removed from the waitlist.

## 8. Updating the Waitlist

- The waitlist will be updated as vacancies or funding becomes available.
- Annual updates will also be completed to ensure that current data is available.

## 9. Definitions

The words and phrases listed below when used in this policy shall have the following meaning ascribed to them:

- "Act" means the *Child Care Early Years Act, 2014*;
- "Applicant" means Parent or Guardian applying for child care fee subsidy supports;
- "Approved Break In Service" means that a Parent will not require child care services for a temporary period of not more than 13 months, and the Parent has a documented "back to work" or "back to school" date. The Parent must be reassessed for subsidy eligibility, following regular subsidy procedures, at the end of the Break In Service period.
- "Board" means the Board of Directors of the District of Nipissing Social Services Administration Board;
- "Child Care Service Provider" means an independent agency providing licensed child care services;
- "Child(ren) with Special Needs" means a child whose cognitive, physical, social, emotional or communicative needs, or whose needs relating to overall development, are of such a nature that additional supports are required for the child to fully participate in a Child Care, Early Years or Recreation Program;
- "Child(ren)" means a person who is younger than thirteen (13) years of age and in special circumstances up to eighteen (18) years of age in accordance with the *Child Care Early Years Act, 2014*;
- "Children's Services Budget" means Board approved department budget including authorized revisions;
- "CSR" means DNSSAB's Children's Service Representative;
- "DNSSAB Policies" means the policies of DNSSAB, as amended or replaced from time to time;

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

- “DNSSAB” means the District of Nipissing Social Services Administration Board;
- “Fee Subsidy” or “Child Care Fee Subsidy” means financial provisions for eligible Parents to support the daily costs of Licenced Child Care and Recreational Programs;
- “In Crisis” means the Supervisor or designate, in consultation with the professional providing the referral, deems that, without child care the crisis is likely to result in family breakdown in the imminent future.
- “Licensed Child Care” means an agency (centre-based or home child care) who provides child care for one or more children and has a licence issued by the Ministry of Education under the *Child Care and Early Years Act, 2014*;
- “Ministry” means Ministry of Education for the Province of Ontario or any successor ministry, department or government body;
- “OCCMS” means Ontario Child Care Management System;
- “Parent” means a person having lawful custody of a natural, adopted or foster child or person is the guardian or a child or who has demonstrated a settled intention to treat a child as a child of his or her family;
- “Purchase of Service Agreement” means a service agreement between the DNSSAB and a Service Provider for the delivery of licensed child care services, recreational programs or early year programs and services;
- “Recreation Program” means programs that meet the description as set out in subsection 6 (4) in the *Child Care Early Years Act, 2014*;
- “Service Provider(s)” means an independent agency providing programs and services on behalf of DNSSAB;
- “Specialized Placement” means a child care space for a child with special needs, for which specialized staffing/programming has been approved, in consultation with Inclusion Support agencies.

## **10. References and Related Statements of Policy and Procedure**

- Ontario Child Care and EarlyON Child and Family Service Management Funding Guideline For Consolidated Municipal Managers and District Social Service Administration Boards (Ministry of Education, updated annually);
- *Child Care and Early Learning Act 2014*;
- *Ontario Works Act, 1997*;
- *Ontario Disability Support Program Act, 1997*;
- Policy # 5CS-FS-01 Principles of Service Delivery;
- Policy # 5CS-FS-02 Fee Subsidy Application and Reviews;

District of Nipissing Social Services Administration Board			
Department	Children's Services	Policy Number	5CS-FS-12
Policy	Fee Subsidy Waitlist Management		
Effective Date	May 2012	Annual Review	June 2022
Revision Date	June 2022	Board Approval	

- Policy # 5CS-FS-06 Fee Subsidy Temporary Care;
- Policy # 5CS-FS-08 Fee Subsidy Self-Employment;
- Policy # 5CS-FS-10 Fee Subsidy New Immigrants to Canada.

**BRIEFING NOTE SSE06-22**

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** Ontario Works Caseload Infographic

**Prepared by:** Michelle Glabb, Director of Employment and Social Services

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

***Alignment with Strategic Plan: Healthy, Sustainable Communities***

Maximize Impact    Removed Barriers    Seamless Access    Learn & Grow

Briefing Note SSE07-22 provides an infographic that highlights a selection of Ontario Works caseload data by community in Nipissing District.

**BACKGROUND:**

The infographic attached as Appendix A provides key information and demographic data on Nipissing’s Ontario Works caseload within the following four catchment areas. Please note that due to the low caseload counts, Temagami and South Algonquin have been combined for confidentiality purposes.

1. North Bay and Area: North Bay, Bonfield, East Ferris, Chisolm, and Unincorporated Municipalities
2. Mattawa and Area: Mattawa, Papineau-Cameron, Calvin and Mattawan
3. West Nipissing
4. Rural Areas (Temagami, South Algonquin)

As outlined in the table below, the infographic provides a range of data that has been generated from two different data sources.

Data Source	Demographic Information	
<b>Integrated Case Summary Reports</b>	<ul style="list-style-type: none"> <li>• Caseload Comparison</li> <li>• Homelessness / No Fixed Address</li> <li>• Average Age on Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Average Family Size</li> <li>• Average Months of Assistance</li> </ul>
<b>Employment Database</b>	<ul style="list-style-type: none"> <li>• Employment Readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Barriers</li> </ul>

It is Important to note that the data from the Integrated Case Summary Report is not directly comparable to the data taken from the Employment Database for a number of reasons including:

- Integrated Case Summary report provides data regarding the Ontario Works and Temporary Care caseload for the month of May 2022;
- Data from the Employment Database is a snapshot in time taken on June 2, 2022 and includes all OW adult participants; applicants, spouses and dependent adults;
- ODSP participating adults were not included from either data sets;
- There are no participation requirements under Ontario Works legislation for Temporary Care cases. As a result, there are no participants related to these cases in the participant data captured from the Employment Database. Alternatively, Temporary Care cases are reflected in the caseload data taken from the Integrated Case Summary reports.

### **HIGHLIGHTS:**

The following provides some key highlights from the data presented in the infographic:

- 79% of the caseload resides in North Bay and Area;
- The number of participants in the Life Stabilization category exceeds the total number of participants in both Job Ready and Preparing for Employment combined;
- Of those who have declared homelessness or no fixed address, 95% are in North Bay and Area;
- The average number of months on social assistance varies significantly between catchment areas with a low of 25 months in the most rural areas (Temagami/South Algonquin) to a high of 40 months in Mattawa;
- The average benefit unit size is consistent across all municipalities at two members with the median age ranging from 36 to 40 across the District;
- Due to the sensitivity of the information participants may not be forthcoming to self-declare barriers. As such it is estimated that there are likely more participants with barriers than reflected in the data. A few key highlights from this data include:
  - 16% of participants self-declared addiction as a barrier in North Bay and area;
  - 58% of participants self-declared mental health as a barrier in Mattawa and area;
  - 40% of participants in North Bay and Area self-declared not having a family doctor;
  - the percentage of participants by area with criminal records is relatively equal ranging from 29 to 33%

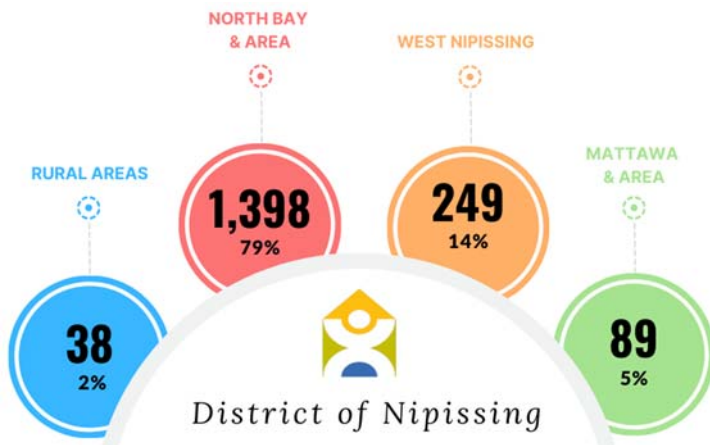
### **CONCLUSION:**

While provincial statistics help social assistance delivery agents with understanding the caseload at an aggregate level, breaking this information down by community at the municipal level has the potential to provide valuable insight into the population being served. This information can then be used to help inform local decision making. Next steps will include a series of reports on the impacts of poverty at the local level targeted to be presented to the Board at the next scheduled Community Services meeting.

# Caseload Comparison \*

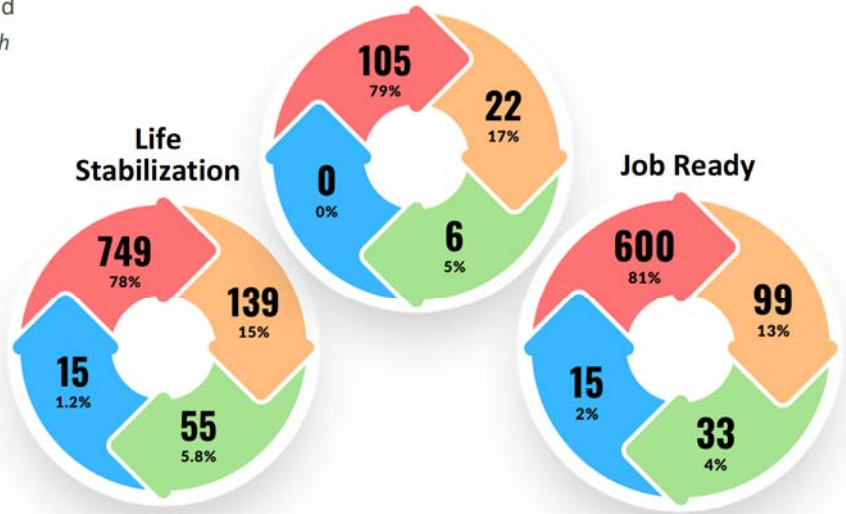
Caseload comparison uses the Integrated Case Summary Report Data from May 2022. Total caseload is based on Ontario Works and Temporary Care cases only. (*--Rural Areas include Temagami and South Algonquin*)

1779 total cases



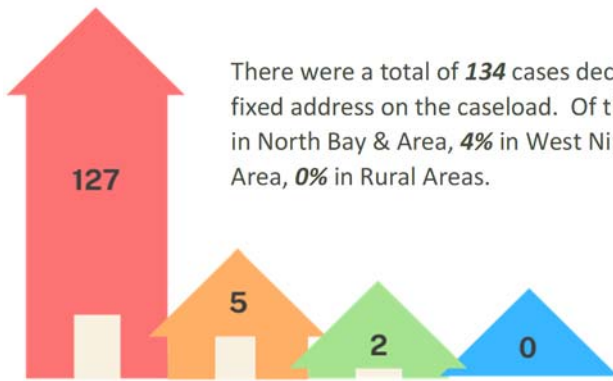
# Employment Readiness \*\*

## Preparing for Employment



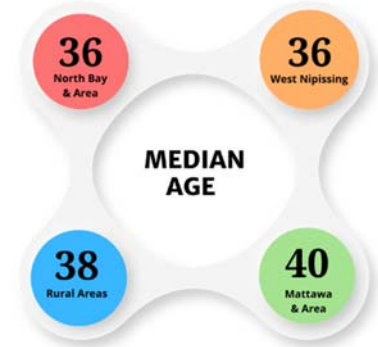
A total of **958** participants in the Employment Database are in life stabilization, **133** are preparing for employment and **747** are in job ready.

# Homeless / No fixed Address \*



There were a total of **134** cases declaring homelessness or no fixed address on the caseload. Of those **134** cases, **95%** of are in North Bay & Area, **4%** in West Nipissing, **1%** in Mattawa & Area, **0%** in Rural Areas.

# Average Age on Assistance \*



# Average Family Size \*

The average family size remains the same for all four of the municipality comparisons.



# Average Months on Assistance \*



# Barriers \*\*

	Self-declared Criminal Record	Self-declared Addiction	Self-declared Mental Health	Self-declared No Doctor
<b>NORTH BAY &amp; AREA</b> Total Assessments completed in North Bay & Area: 1453	29%	16%	48%	40%
<b>WEST NIPISSING</b> Total Assessments completed in West Nipissing: 260	32%	17%	50%	34%
<b>MATTAWA &amp; AREA</b> Total Assessments completed in Mattawa & Area: 91	33%	11%	58%	23%
<b>Rural Areas</b> Total Assessments completed in Temagami & South Algonquin: 30	31%	10%	42%	8%

This infographic uses two data sources: 1. The Ontario Works Integrated Case Summary report from May 2022 (pertaining to all active OW and Temporary care cases) and 2. The Employment Database which uses a snapshot of live data containing all OW participating adults (applicants/spouses/dependent adults) attached to active cases.

\* Data based on the OW and Temp Care cases from the Integrated Case Summary Report for May 2022.

\*\* Data based on the total number of participants who have completed an employment assessment in the Employment database (Data Snapshot 2022-06-03)

North Bay and Area includes North Bay, Bonfield, East Ferris, Chisolm, and Unincorporated Municipalities. Mattawa and Area includes Calvin, Mattawa, Mattawan and Papineau-Cameron. Rural Areas includes South Algonquin and Temagami.

**BRIEFING NOTE HS28-22**

For Information or  For Approval

**Date:** June 22, 2022

**Purpose:** **2021 Annual Report Implementation Update: A Place to Call Home: Nipissing's 10-Year Housing & Homelessness Plan**

**Prepared by:** Stacey Cyopeck, Director, Housing Services

**Reviewed by:** Justin Avery, Manager of Finance

**Approved by:** Catherine Matheson, Chief Administrative Officer

***Alignment with Strategic Plan: Healthy, Sustainable Communities***

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

Report HS28-22 outlines the annual report on the 2021 implementation of “A Place to Call Home: Nipissing District 10-Year Housing and Homelessness Plan 2014-2024” and attached Appendix A “2021 Annual Report Implementation Update”, and is for information purposes.

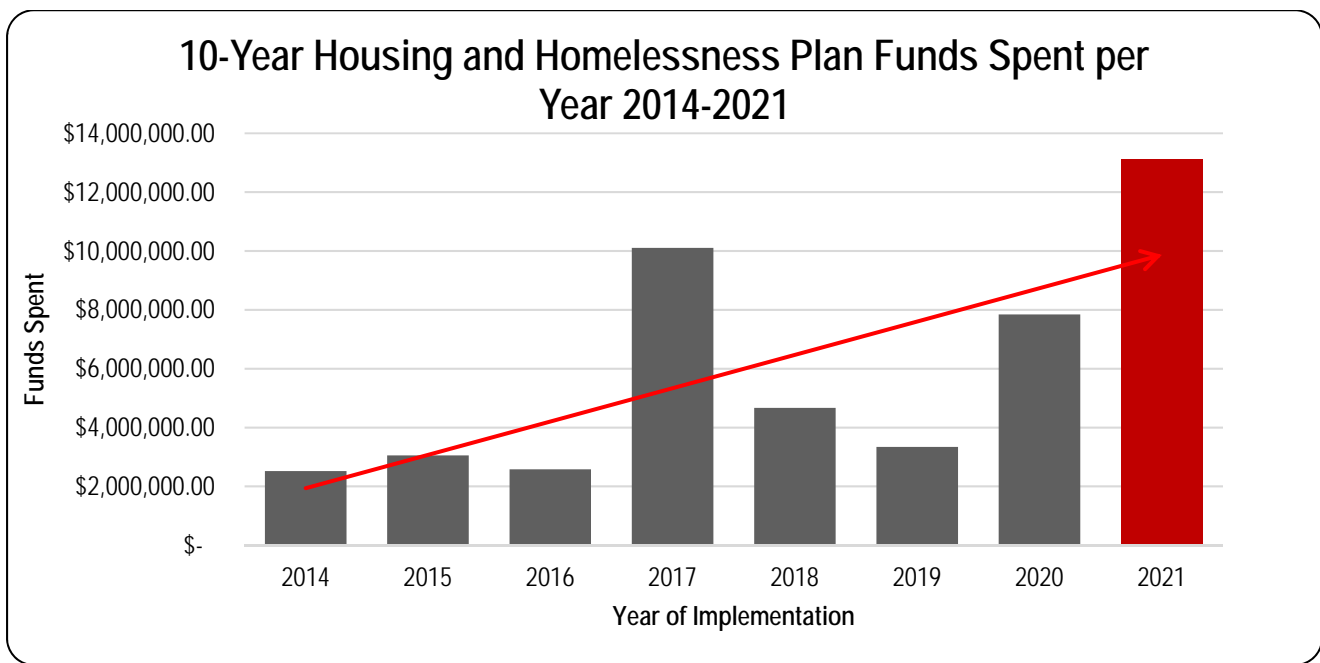
**BACKGROUND:**

- The Housing and Homelessness Plan provides a strong framework for guiding the District of Nipissing Social Services Administration Board’s (DNSSAB) housing policy, planning, and investments over 10 years. It sets out objectives and a number of strategies, actions, and targets to consider, for achieving those objectives. The plan has six strategic objectives, 36 strategies, and 116 action items and targets.
- In 2019, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing (MMAH) (Resolution No. HS24-19). The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on the consultation with community stakeholders and a review of current and future operations.
- The Nipissing District 10-Year Housing and Homelessness Plan was developed in accordance with provincial housing legislation under the *Housing Services Act, 2011*, was endorsed by eight of the District’s eleven municipalities and approved by the Board in December 2013 (Resolution No. 2013-210). As per obligations under the *Housing Services Act*, the Board is required to report to the MMAH and the public annually on the progress made on the Housing and Homelessness Plan. This is the progress update for 2021, which marks the eighth year of plan implementation.

## CURRENT STATUS/STEPS TAKEN TO DATE:

The 2021 Annual Report attached, provides details on the implementation plan and the measures taken to meet the objectives of the Housing and Homelessness Plan during the 2021 calendar year. The continuation of COVID-19 and the associated pressures on the housing market required the DNSSAB to be dynamic in its delivery and funding of housing and homelessness programs, services, and supports.

In 2021, the DNSSAB invested \$13,134,994.02 in the plan's strategies to prevent homelessness, improve housing stability, increase housing affordability and options along the housing continuum, to sustain and expand the housing portfolio as well as bring awareness, provide education, information and best practices to those involved. As per Figure 1, 2021 marks the largest annual investment in the plan. Key funding sources in 2021 include the Social Services Relief Fund (Phases 3 and 4), the Community Homelessness Prevention Initiative (CHPI), Reaching Home, the Canada-Ontario Community Housing Initiative (COCHI), and the Ontario Priorities Housing Initiative (OPHI).



*Figure 1 – Annual 10-Year Housing and Homelessness Plan investments.*

Most of the plan's activity and project work in 2021 was carried out in the area of homelessness prevention, shelters, and diversion and leadership, integration, coordination, and advocacy. As per Figure 2, implementation work is still required for several plan objectives. The current state of the housing market paired with a high demand for affordable housing options requires specific focus on increasing housing affordability and options along the housing continuum objectives. To date, 51.4% of the plan's actions have been met, 32.1% have made progress, and 16.5% still require progress to be made.



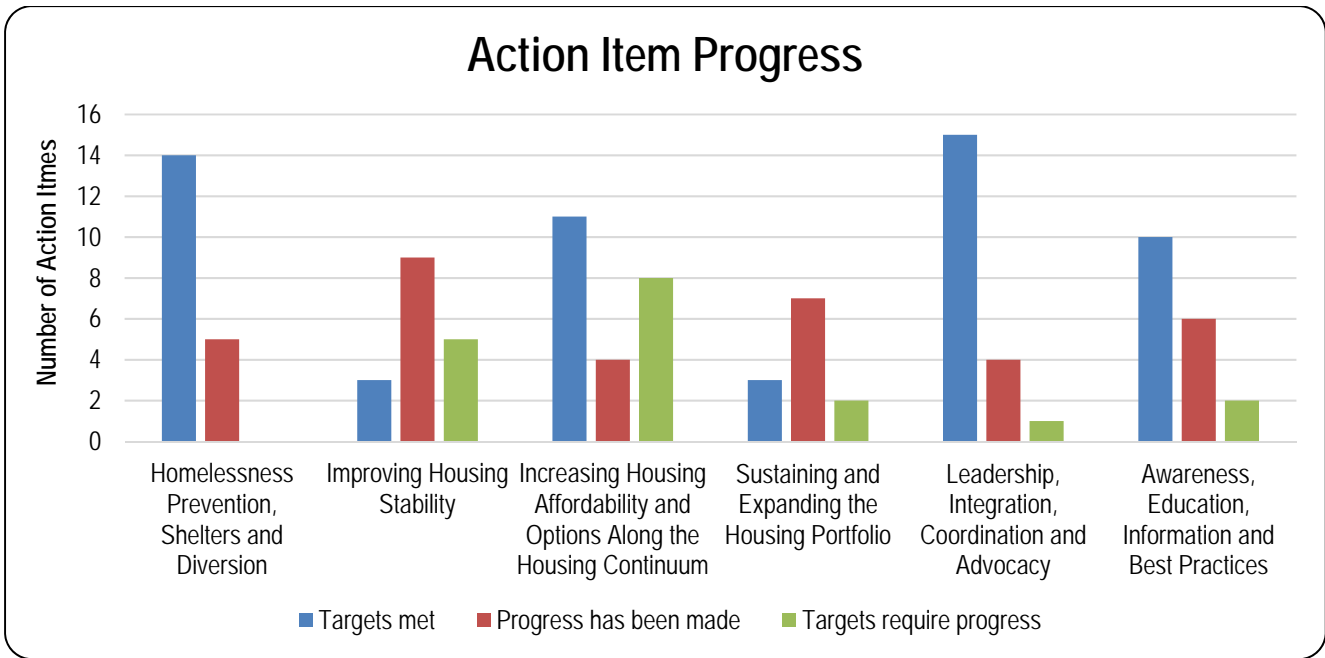


Figure 2 – Action item progress by associated objective.

In 2021, the DNSSAB made progress across all six of the plan’s objectives. Notable actions taken in 2021 include the following:

- Northern Pines Phase 1 officially opened and reached full occupancy of its first floor. Northern Pines Phase 2 was under construction and is expected to open in July 2022. Northern Pines Phase 3 was approved and officially began construction. Phase 3 is expected to open by April 2023. The three phases will create sixty (60) housing units with varying levels of supports.
- The DNSSAB funded several pilot programs including the Mobile Nurse Practitioner Pilot and the Housing Unit Stability and Recovery (HUSR) Pilot.
- The Nipissing Counts 2021 homelessness enumeration was conducted and led to the creation of Nipissing’s first operational By-Name List of those experiencing or at-risk of homelessness.
- The DNSSAB provided funding to the North Bay Parry Sound District Health Unit (NBPSDHU) to complete a homelessness anti-stigma campaign entitled “See the Person, focused on disseminating the stigma surrounding homelessness and the individuals experiencing it.
- Seven sub-projects were supported through Reaching Home funding to provide housing and support, prevention, shelter diversion, and basic needs services to the homeless and at-risk population.
- 55 additional rent subsidies were available to eligible households in 2021.
- Provided over \$1 million to eligible social housing providers for repairs and renovations to 1089 units.
- Three housing providers were supported at the end of their operating agreements to maintain affordability and meet service level standards.

**RISK IDENTIFICATION AND MITIGATION:**

The 10-Year Housing and Homelessness Plan was developed through community consultations, therefore, by aligning investment decisions and ensuring resources are allocated to programs and services targeted to the strategic objectives identified in the Plan, the needs of the most vulnerable residents in the District of Nipissing are effectively addressed.

**CONCLUSION:**

In summary, DNSSAB continued to make strides in its implementation of the 10-Year Housing and Homelessness Plan. The Northern Pines Campus is an excellent example of the efforts made toward the plan. 84% of the plan's actions are either completed or progressing. This is a testament to the efforts made by the Board and community partners over the past eight years. In the final two years of the plan, efforts will continue to tackle the remaining 16% of the actions that have not had progress. Moreover, actions linked with affordability will be a particular priority as this continues to be a prominent issue in the District.



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## 1.0 Background

The Nipissing District 10 Year Housing and Homelessness Plan was developed in accordance with the provincial *Housing Services Act* (2011), which required Ontario's 47 Service Managers to develop housing and homelessness plans for their service areas. In the Nipissing District, the plan was endorsed by 8 of the 11 municipalities and was approved by the District of Nipissing Social Services Administration Board (DNSSAB) in December 2013 (Resolution No. 2013-210). To ensure plan implementation, annual progress updates are prepared as required by the Ministry of Municipal Affairs and Housing (MMAH) and approved by the DNSSAB. This is the progress update for 2021, marking the eighth year of the plan's implementation.

In 2019, the 5-Year Review of the 10 Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing. The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on consultation with community stakeholders and a review of current and future operations.

## 2.0 Recap: The Plan Format

The local 10 Year Housing and Homelessness Plan provides a strong framework for guiding DNSSAB's housing policy, planning and investment decisions over the duration of the 10 year term. The plan facilitates this by establishing clear objectives and a number of housing and homelessness strategies, actions and targets to consider for achieving the objectives. As a living document however, the plan is also subject to change in concert with the current operating environment, resources, housing and homelessness outcomes, and unforeseen and/or random events.

It should also be noted, the implementation of many of the strategies in the 10 Year Housing and Homelessness Plan require partnerships and the involvement of other agencies, service providers, etc. Additionally, the plan's strategies range in complexity and resource requirements, from relatively simple strategies that can be carried out the first couple of years with few resources, to complex one that will take much longer and require extensive resources.



Figure 1.0 – Breakdown of 10 Year Plan Actions

As per the 10 Year Plan, the DNSSAB's housing and homelessness objectives for the next 10 years – or until otherwise changes – are to improve housing stability and prevent homelessness in the Nipissing District. Continuing to provide more affordable housing options along the housing continuum, and sustaining and expanding the current housing portfolio, are also areas of focus for the Board. Furthermore, to fulfill the plan's objectives, the Board will also need to raise awareness and public education, while taking a leadership role and working closely with community partners.

Specifically, the above can be broken down into the following six, overarching housing and homelessness strategic objectives:

- 1. Homelessness Prevention, Shelters and Diversion**
- 2. Improving Housing Stability**
- 3. Increasing Housing Affordability and Options along the Housing Continuum**
- 4. Sustaining and Expanding the Housing Portfolio**
- 5. Leadership, Integration, Coordination and Advocacy**
- 6. Awareness, Education, Information and Best Practices**

For each of the above strategic objectives, there are four to seven strategies that require implementation in order to fulfill that objective. In total, the local 10 Year Plan is defined by 34 housing and homelessness strategies.

To continue, each strategy is associated with specific action items. The 10 Year Housing and Homelessness Plan includes 109 action items and respective targets for implementing the strategies.

From a geographical perspective, most of the plan’s action items and targets are spread out across the various housing and homelessness strategies and are applicable to all of the municipalities and areas in the Nipissing District. The exceptions are those associated with the strategies for sustaining and expanding the housing portfolio, as these are limited to the areas with social housing (North Bay, Mattawa, West Nipissing and Temagami). Additionally, some of the housing and homelessness activities and targets are specific to the District’s urban centres while others are specific to the rural municipalities and areas.

### 3.0 Implementation and Progress in 2021

#### 3.1 Implementation and Progress Summary

Implementing the 10 Year Housing and Homelessness Plan during its eighth year (2021) continued to require aligning provincial and federal funding with a continued focus on strengthening and expanding relationships with community partners and stakeholders. Funding that was instrumental to achieving the targets of the plan in 2021 included: Reaching Home, Community Homelessness Prevention Initiative (CHPI), the Social Services Relief Fund (SSRF), Strong Communities, Commercial Rent Supplement (CRS), Portable Housing Benefit (PHB), Canada-Ontario Housing Benefit (COHB), Canada Ontario Community Housing Initiative (COCHI), and the Ontario Priorities Housing Initiative (OPHI). These federal and provincial funds have provided support to existing programs and new initiatives as we continue through the COVID-19 pandemic.

As of 2021, 90 of the 109 (82.57%) action items have been achieved or experienced progress towards their intended target.

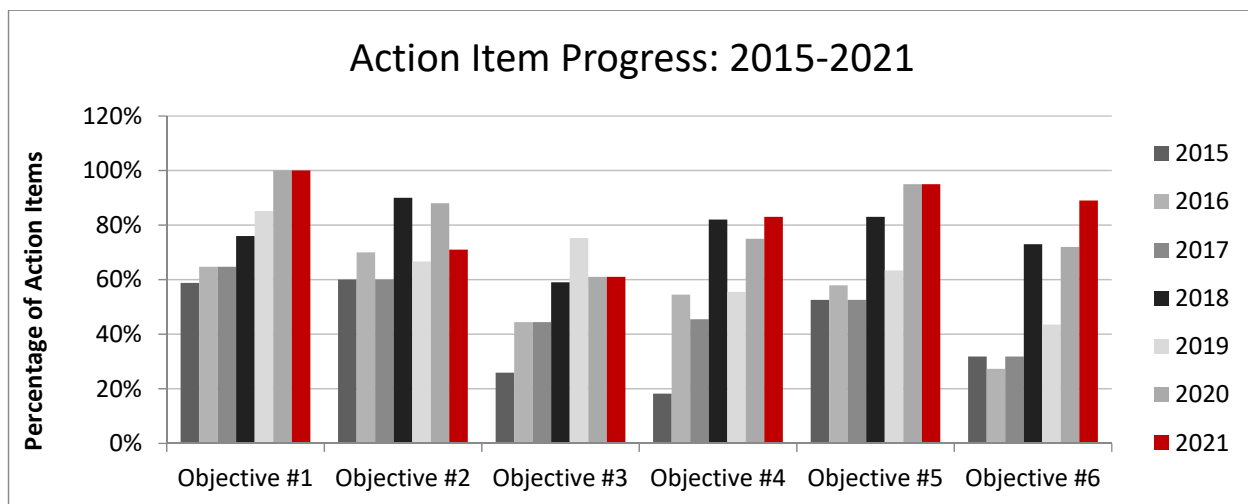


Figure 2.0 – Action Item Progress: 2015 to 2021



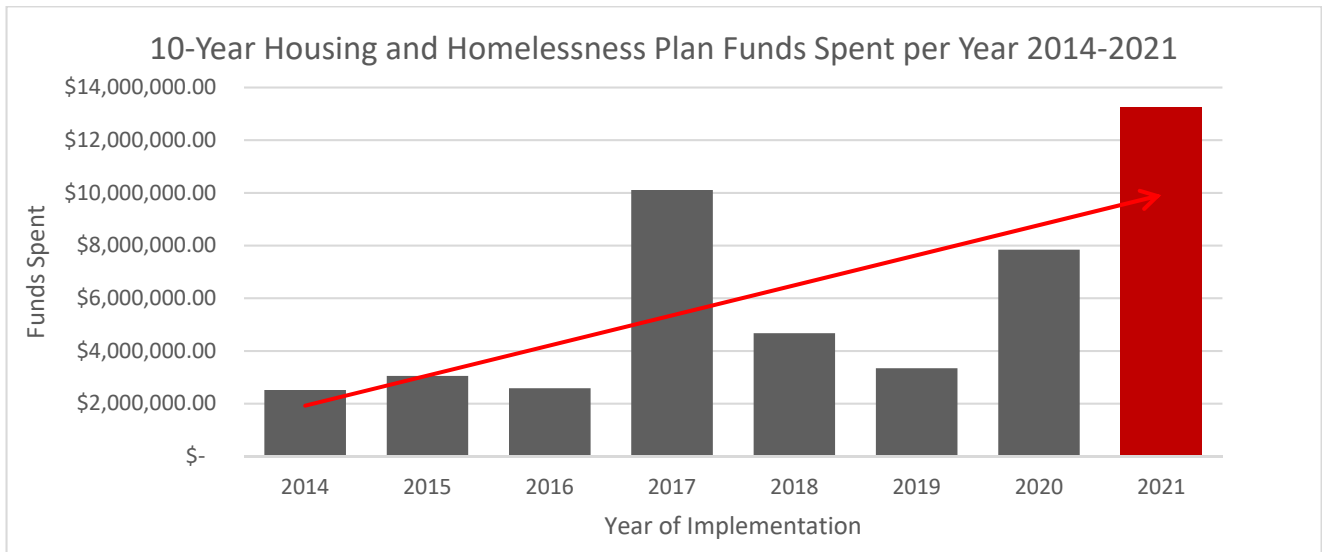


Figure 3.0 – 10-Year Housing and Homelessness Plan Funds Spend per year 2014-2021

Objective	Funding Amount	Funding Source
Homelessness Prevention, Shelters and Diversion	\$5,731,622.92	Community Homelessness Prevention Initiative (CHPI) Reaching Home Social Services Relief Fund (Phase 3) Social Services Relief Fund (Phase 4)
Improving Housing Stability	\$2,251,374.00	Community Homelessness Prevention Initiative (CHPI) Reaching Home Ontario Priorities Housing Initiative (OPHI) Paramedicine
Increasing Housing Affordability Options along the Housing Continuum	\$3,827,669.95	Community Homelessness Prevention Initiative (CHPI) Social Services Relief Fund (Phase 3) Social Services Relief Fund (Phase 4) Ontario Priorities Housing Initiative (OPHI) Strong Communities Rent Supplement Program (SCRSP) Commercial Rent Supplement (CRS) Portable Housing Benefit (PHB) Canada-Ontario Housing Benefit (COHB) SIF Municipal Levy
Sustaining and Expanding the Housing Portfolio	\$1,443,616.84	Community Homelessness Prevention Initiative (CHPI) Ontario Priorities Housing Initiative (OPHI) Canada Ontario Community Housing Initiative (COCHI) Commercial Rent Supplement (CRS)
Leadership, Integration, Coordination and Advocacy	N/A	N/A
Awareness, Education, Information and Best Practices	N/A	N/A
<b>Total</b>	<b>\$13,254,283.71</b>	

Table 1.0 – 2021 Plan Funding by Objective, Amount and Source

HCF	Healthy Communities Fund
RH	Reaching Home (Federal)
CHPI	Community Homelessness Prevention Initiative (Provincial)
SSRF P1	Social Services Relief Fund Phase 1 (Provincial)
SSRF P2	Social Services Relief Fund Phase 2 (Provincial)
SSRF P3	Social Services Relief Fund Phase 3 (Provincial)
SSRF P4	Social Services Relief Fund Phase 4 (Provincial)
CRSP	Commercial Rent Supplement Program (Municipal and Federal)
ESDC	Employment and Social Development Canada (Federal)
LHIN	Local Health Integrated Network (Provincial)
OPHI	Ontario Priorities Housing Initiative
COCHI	Canada Ontario Community Housing Initiative
PHB	Portable Housing Program
CRS	Commercial Rent Supplement
IAH	Investment in Affordable Housing

Table 1.2 – Funding Source Acronyms

## Strategic Objective #1: Homelessness Prevention, Shelters and Diversion

**Strategy 1:** Improve the homelessness prevention and shelter diversion system that will assist residents in finding appropriate and sustainable housing in the shortest amount of time.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
1.1.1	Ensure sustainable funding for core homelessness services using funds from existing sources where available, and where necessary, identify new sources.	Annualized funding for core services.	Amount of funding for core homelessness services.	Yearly funding increased to core homelessness services.	<p>The Evergreen Contract for shelter services with the Crisis Centre North Bay was implemented.</p> <p>Received and administered Social Services Relief Funding to help protect the health and safety of the province's most vulnerable during the COVID-19 pandemic.</p> <p>The Housing Unit Stability and Recovery Pilot project was implemented to plan, coordinate and deliver services intended to support 20 chronically homeless individuals to transition into sheltered housing.</p>	<p>The Crisis Centre North Bay was able to provide emergency shelter and overflow services to clients in need.</p> <p>Social Services Relief Funding was used to assist front-line staff in obtaining Personal Protective Equipment (PPE) such as facemasks, shields, gloves and sanitization gear to maintain the safety of both staff and clients. These funds were also used to secure the needs of clients, including meals and groceries, as well as rental and utility arrears.</p> <p>The HUSR Pilot project was able to support 19 individuals each quarter from April to December 2021, completing 22 housing placements overall. These clients received services including basic needs, income assistance, employment assistance, and social and community reintegration activities.</p> <p><b>Progress has been made.</b></p>	<p>CHPI \$606,390.69</p> <p>SSRF Phase 3 \$2,369,467.23 SSRF Phase 4 \$1,651,577.00</p> <p>Reaching Home \$228,280.00 Reaching Home \$128,127.72</p>
1.1.2	Establish a mobile housing help service for individuals/families who are homeless or at-risk of losing their housing.	People at risk are housed.	Staff available to assist individuals/families who are homeless or at-risk of homelessness.	Full-time staff available to assist individuals/families who are homeless or at-risk of homelessness.	Continued to provide funding for the Community Mobile Housing Support Program at the Crisis Centre North Bay.	CCNB Community Mobile Housing Support workers continued to provide outreach assistance to those experiencing or at-risk of homelessness.	CHPI \$150,000.00
1.1.3	Provide resources	Individuals in	Number of	An increase in	Continued to	Community partner	SSRF Phase 3/4

	to shelters and service providers to enable the provision of comprehensive services and to work with clients in order to coordinate services.	shelters/ service providers are aware of, and can access, the services they need.	resources for shelters and service providers to provide clients with comprehensive and coordinated services.	the number of resources for shelters and service providers offering with comprehensive and coordinated services.	provide funding to partner agencies for PPE, food, additional staff, and security for additional costs related to COVID-19.  Continued funding for Emergency Shelter and Overflow services through CCNB.  Funded staffing positions for the Four Elms emergency shelter at CCNB.	agencies were able to provide their services and supports while maintaining the safety of both staff and clients.  Individuals/families that could not stay at local emergency shelters were placed in hotel/motel accommodations.  CCNB was able to provide additional staff to assist with the needs of clients.  <b>Target has been met.</b>	\$4,021,044.23  SSRF Phase 3/4 \$798,636.43 CHPI \$100,000.00  Reaching Home \$64,421.87 SSRF Phase 3 \$134,673.60
1.1.4	Ensure that there is a wide range of supports and services to meet the needs of women and children fleeing violence.	Individuals fleeing violence receive appropriate supports.	Types of supports and services available to meet the needs of women and children fleeing violence.	Numerous supports and services are available to meet the needs of women and children fleeing violence.	Continued to provide women and children who are fleeing violence, with priority status on the centralized waiting list.  Assist households with an applications for Portable Housing Benefit.	Women and children fleeing violence received priority status on the centralized waiting list for when applicable resources became available.  Households were able to complete applications for Portable Housing Benefits successfully.  <b>Target has been met.</b>	N/A
1.1.5	Ensure service providers' hours of operation allow individuals and families who are at-risk of homelessness and work during the day to access services and support programs.	Individuals who work can access support services and programs.	Hours of operation for housing and homelessness services and programs to assist at-risk households who work during the day.	Housing and homelessness services and programs are available after hours to assist at-risk households who work during the day.	Funded CCNB's Shelter Supports Rehousing program.  Funded CCNB's Futures Supporting Youth in Transitional Housing program.  Funded CCNB's Shelter Diversion for at-risk Youth program.  Funded LIPI's Housing Unit	2 full-time overflow employees were able to work directly with clients experiencing homelessness to ensure they had a safe and secure place to stay.  Staff worked closely with youth clients to develop their life skills in preparation for social reintegration.  Staff worked closely with youth clients to develop their life skills in preparation for social reintegration.  22 unique individuals were placed in housing accommodations.	Reaching Home \$64,421.87  Reaching Home \$72,530.34  Reaching Home \$145,833.38  Reaching Home \$228,280.00

					<p>Stability and Recovery pilot project.</p> <p>Funded the Salvation Army's Emergency Rehousing Program.</p> <p>Funded NBIFC's Suswin project.</p>	<p>Completed 50 housing set-ups for clients in need.</p> <p>NBIFC was able to provide prevention and shelter diversion services, as well as client support services to those in need.</p> <p><b>Target has been met.</b></p>	<p>Reaching Home \$61,259.00</p> <p>Reaching Home \$32,358.69</p>
1.1.6	Wide range of bilingual services for women who are victims of domestic violence and who are accessing services outside of transition shelters; for example, the legal system.	Francophone women fleeing violence receive appropriate supports.	Number of services offered in French and English available to women who are victims of domestic violence.	Numerous bilingual services and supports are available for women who are victims of domestic violence.	All services funded through Provincial and/or Federal initiatives are required to be offered in both French and English.	Information regarding VAW shelters and other services and supports for women who are victims of domestic violence are available in both French and English.	N/A

**Strategy 2:** Develop a “Coordinated Access” approach to addressing homelessness in Nipissing District.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
1.2.1	Develop a sub-committee from the Nipissing District Homelessness and Housing Partnership (NDHHP).	Community agencies are working together to achieve a Coordinated Access System.	Terms of reference to guide the Coordinated Access sub-committee of the NDHHP.	Regular meetings of the Coordinated Access sub-committee.	Terms of reference drafts were developed, preceding the call for members of the CAN Executive Committee.  The HIFIS 4.0 Implementation committee was amended and a new CAN Executive committee will be formed.	The foundation for the building of the Coordinated Access Nipissing Executive committee was developed.  <b>Target has been met.</b>	N/A
1.2.2	Work within a Coordinated Access System to provide housing and homelessness supports and services to repetitive homeless, youth, VDV, Indigenous and other priority populations.	Coordinated support services are available for the repetitive homeless, youth, VDV, Indigenous and other priority populations.	Coordinated services available to support the repetitive homeless, youth, VDV, Indigenous and other priority populations.	A coordinated inter-service case management processes is in place to support the repetitive homeless, youth, VDV, Indigenous and other priority populations.	Discussions with the community partners surrounding best practices to Coordinated Access processes were had.  Community partner agencies include CCNB, LIPI, ACNBA, NBIFC, DNSSAB-HPN, The Salvation Army, The Gathering Place, NFN True Self, CMHA-NBD, and the Legion Services Bureau.	Community partner interaction with the new Coordinated Access Nipissing system that will be implemented by March 31, 2022.  The community partners have begun working collaboratively to plan processes surrounding Coordinated Access Nipissing to ensure its implementation.  <b>Progress has been made.</b>	Reaching Home (CCI) \$52,003.00
1.2.3	Work with community partners to ensure that a Coordinated Access approach includes the involvement of service providers who support homeless and at-risk of homeless individuals with securing and maintaining housing.	Clients are supported in a coordinated environment with the services they require to secure and maintain housing.	Number of community partners operating within the District’s Coordinated Access System.	Wide range of service providers are working within a Coordinated Access approach to support homeless and at-risk of homeless individuals.	Worked with the community partners to develop the District’s first By-Name List from the District-wide Point-in-Time count of homelessness – a first step in the Coordinated Access Nipissing process.	Developed and implemented the District’s first operational By-Name List registry of homeless and at-risk of homelessness individuals.  <b>Target has been met.</b>	N/A

**Strategy 3: Establish an Emergency Homelessness and Housing Response Team.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
1.3.1	Create a group that will respond to emergency housing-loss situations. For example, housing ordered closed or other non-natural events that result in people losing their homes.	People are housed immediately upon losing their housing.	The response to emergency housing loss situations.	A group of housing organizations works together to assist individuals and families in emergency housing loss situations.	<p>The Crisis Management Response Team continues to collaborate with community partners to assist community members in need.</p> <p>The Housing Unit Stability and Recovery pilot sub-project was started consisting of multiple community homelessness agencies.</p>	<p>Homeless and at-risk individuals were provided service(s) to keep them housed, assistance in obtaining housing, housing set-ups, prevention and shelter diversion, and basic needs.</p> <p>This sub-project was a great step towards coordinated access service from the community partners.</p> <p><b>Target has been met.</b></p>	<p>N/A</p> <p>Reaching Home \$228,280.00</p>
1.3.2	Advocate for funding to provide program dollars to organizations who respond to crisis housing situations so those organizations can continue to offer services during operating hours.	Organizations who respond to crisis housing loss situations are able to respond quickly and effectively, while still maintaining their core services.	Funding for organizations who respond to crisis housing loss situations.	An increase in funding is allocated to organizations who respond to crisis housing loss situations.	<p>Seven (7) sub-projects were funded through Reaching Home to provide housing and support, prevention, and shelter diversion, and basic needs services to the homeless and at-risk population. This included 'Shelter Supports Rehousing' (CCNB), 'Supporting Youth in Transitional Housing' (CCNB), 'Shelter Diversion for At-Risk Youth' (CCNB), 'Suswin' (NBIFC), 'Emergency Rehousing' (Salvation Army), 'Bridges' (CMHA-NBD), and 'Housing Unit Stability and Recovery' (LIPI).</p>	<p>2 full-time emergency overflow positions worked closely with individuals/families who could not stay at other emergency accommodations. Staff at Futures Transitional house were able to work with youth clients to support their life-skills development in preparation for community reintegration. The Suswin project at NBIFC was able to provide prevention and shelter diversion supports, as well as client support services. The HUSR project provided housing placements for 22 individuals. Similarly, the Salvation Army provided 50 housing set-ups for clients in need.</p> <p><b>Target has been met.</b></p>	<p>Reaching Home \$674,057.28</p>

**Strategy 4:** Find a solution to meeting the chronic requirements of individuals who are homeless, in both urban and rural settings.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
1.4.1	Investigate the development of a new shelter that would provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.	Youth are offered programs and supports they need.	Number of shelter beds that provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.	An increase in shelter beds to provide 24/7 programs to help youth stay off the streets and address the cause of their homelessness.	Continued to provide funding to the CCNB's Futures Supporting Youth in Transitional Housing program to assist youth with additional emotional and social supports to assist youth with reaching their goals.	Each month, the residents at CCNB Future's Youth Residence were assisted and supported to reach their goals.  <b>Target has been met.</b>	Reaching Home \$72,530.34
1.4.2	Create additional shelter beds for males.	Shelter beds are available for males.	Number of shelter beds for males.	An increase in the number of shelter beds for males.	Northern Pines Phase III was approved and will replace the Low Barrier Shelter.	24 stage 1 transitional housing units will become available to eligible male applicants.  <b>Target has been met.</b>	SSRF Phase 4 / Municipal Levy \$2,100,000.00
1.4.3	Create additional shelter spaces for residents who are not experiencing abuse.	Shelter spaces are available for residents who are homeless and not experiencing abuse.	Number of shelter beds for residents who are not experiencing abuse.	An increase in the number of shelter beds for residents who are not experiencing abuse.	Northern Pines Phase III was approved and will replace the Low Barrier Shelter.	24 stage 1 transitional housing units will become available to eligible applicants.  <b>Target has been met.</b>	SSRF Phase 4 / Municipal Levy \$2,100,000.00
1.4.4	Investigate options to increase funding to meet housing, transportation and daily living needs.	People have funding to access appropriate housing.	Funding for programs and services for housing, transportation and daily living needs.	An increase in funding to meet housing, transportation and daily living needs.	Continued to provide funding to housing service and support providers to alleviate the costs of food and water, personal protective equipment (PPE), transportation, and basic needs items.	Service providers were able to operate safely while ensuring clients received adequate care.  <b>Target has been met.</b>	SSRF Phase 3 \$865,294.52



**Strategy 5:** Community partners and agencies advocate for those who are at-risk of becoming homeless and those who are homeless.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
1.5.1	Community agencies advocate for homeless/ at-risk of homelessness individuals and/or families in the District, including the need for accessible and supportive/ supported housing.	The needs of homeless and at-risk of homelessness individuals and families are known in the District.	Service agreements state that community agencies must agree to be advocates for homeless and at-risk of homelessness individuals and families.	All new homelessness related service agreements signed with the DNSSAB ensure that community agencies are advocates for individuals/families who are homeless or at-risk of homelessness.	The DNSSAB and participating Coordinated Access Nipissing agencies worked collaboratively to build the District's first operational By-Name List and the subsequent base of a new coordinated access service system.	The progress made towards a District-wide coordinated access service system will allow for data regarding client needs to be collected more efficiently, and used to advocate for the resources necessary to end homelessness.  <b>Progress has been made.</b>	Reaching Home (CCI) \$52,003.00
1.5.2	Homelessness support providers and housing support agencies develop linkages with mental health agencies.	Improved partnerships between homelessness support providers, mental health agencies and housing support agencies.	Linkages between housing/ homelessness support providers and mental health agencies.	Partnerships are developed between housing/homelessness support providers and mental health agencies.	Canadian Mental Health Association – North Bay and District was signed as a Secondary partner in the Coordinated Access Nipissing team.	Clients of Coordinated Access Nipissing will have access to mental health and addictions supports through CMHA-NBD.  <b>Target has been met.</b>	N/A
1.5.3	Homelessness support providers develop linkages with landlords.	Improved partnerships between homelessness support providers and landlords.	Linkages between homelessness support providers and landlords.	Partnerships are developed between homelessness support providers and landlords.	Discussions surrounding connections with landlords were had at tables which the community partners participate.	Decisions to reach out to landlords and better the connections were made to provide more housing options to those in need.  <b>Progress has been made.</b>	N/A
1.5.4	Homelessness providers develop linkages with housing support agencies.	Improved partnerships between homelessness support providers and landlords.	Linkages between homelessness support providers and landlords.	Partnerships are developed between homelessness support providers and landlords.	DNSSAB Housing continues to attend NDHHP meetings and work closely with housing and homelessness support agencies.  The Homelessness Prevention Navigators continue to attend HUB meetings on a weekly basis.	Partnerships continue to develop between homelessness service and support agencies across the District.  <b>Target has been met.</b>	N/A

## Strategic Objective #2: Improving Housing Stability

### Strategy 1: Develop a Housing Eviction Prevention program.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.1.1	Create a Housing Eviction Prevention program.	Tenants remain housed.	Number of households evicted.	Decrease in the number of households evicted.	<p>The DNSSAB Homelessness Prevention Navigators and LIPI continued to administer CHPI benefits to prevent eligible applicants from being evicted.</p> <p>Reaching Home sub-projects 'Supporting Youth in Transitional Housing', 'Shelter Diversion for At-Risk Youth', 'Bridges' and 'Suswin' provided shelter prevention and diversion supports to prevent clients from becoming, or returning to homelessness.</p>	<p>Eligible applicants were able to maintain their accommodations with the financial assistance provided by the DNSSAB and LIPI.</p> <p>The RH funded sub-projects were able to provide housing-loss prevention services to roughly 65 individuals. These services helped clients to maintain their housing accommodations.</p> <p><b>Progress has been made.</b></p>	<p>CHPI \$680,379.00</p> <p>Reaching Home \$320,096.41</p>
2.1.2	Create linkages to housing support services and programs, and crisis management for landlords.	Fewer tenants are evicted because they receive appropriate supports.	Number of households diverted from eviction.	Increase the number of households diverted from eviction.	Continued to fund the Community Mobile Housing Support Services through CCNB.	<p>Assisted households with housing services that help clients to secure housing.</p> <p><b>Target has been met.</b></p>	CHPI \$150,000.00
2.1.3	Support housing eviction programs and services that provide education and awareness to individuals and households on the importance of being good tenants.	Tenants are educated on their roles and responsibilities as tenants.	Funding for eviction prevention programs and services.	An increase in funding for eviction prevention programs and services.	<p>Continued to provide funding to the Crisis Centre North Bay to provide clients with the Rent Smart Program.</p> <p>Funds from the Social Services Relief Fund were allocated to fulfill rent and utility arrears through Low Income People Involvement of Nipissing and the Landlord Association.</p>	<p>The Low Income People Involvement of Nipissing was able to assist 24 unique households through the rent arrears project, and 38 unique households through their utility arrears project.</p> <p><b>Progress has been made.</b></p>	SSRF P3 \$299,004.30

**Strategy 2:** Community housing workers are available to provide advocacy and support services to tenants and/or homeowners.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.2.1	Advocate for increased funding, supports and services for people to remained housed.	Tenants and homeowners have appropriate supports services to stay in their home.	Funding for services to prevent homelessness.	An increase in funding to prevent homelessness.	Reaching Home sub-projects 'Supporting Youth in Transitional Housing', 'Shelter Diversion for At-Risk Youth', 'Bridges' and 'Suswin' provided shelter prevention and diversion supports to prevent clients from becoming, or returning to homelessness.	An approximate total of 94 clients were supported each quarter through these sub-projects.  <b>Target has been met.</b>	Reaching Home \$320,096.41
2.2.2	Establish a community development worker position to support tenants in social/ affordable housing.	Tenants in social/affordable housing receive the necessary supports.	Supports for tenants in social/affordable housing.	A variety of supports for tenants in social/affordable housing.	A full-time Tenant Retention Officer at the DNSSAB Housing Operations department (NDHC) continues to support tenants.	Tenants residing in DNSSAB-NDHC units are supported to retain their housing.  <b>Progress has been made.</b>	OPHI \$90,995.00

**Strategy 3:** Consistent and coordinated discharge planning from hospital, detox, addiction, mental health, and youth and adult correctional facilities.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.3.1	Work with community partners to create discharge plans that include services and programs available in the District.	Successful housing placement for individuals discharged from correctional facilities or hospitals.	Number of individuals discharged to homelessness.	A decrease in the number of individuals discharged to homelessness.	The North Bay Jail and the North Bay Regional Health Centre are actively involved in the NDHHP, and as tertiary partners within Coordinated Access Nipissing.	There has been an increase in dialogue between the North Bay Jail and the NBRHC with the housing and homelessness service providers.  <b>Progress has been made.</b>	N/A
2.3.2	Ensure that individuals discharged from institutions receive housing supports and services once they are housed in the District.	Individuals discharged from institutions are able to remain housed with appropriate services and supports.	Number of individuals discharged from institutions experiencing homelessness.	A decrease in chronic and episodic homelessness for individuals discharged from institutions.	The North Bay Jail and the North Bay Regional Health Centre are actively involved in the NDHHP, and as tertiary partners within Coordinated Access Nipissing.	There has been an increase in dialogue between the North Bay Jail and the NBRHC with the housing and homelessness service providers.  <b>Progress has been made.</b>	N/A

**Strategy 4:** Develop rural outreach and transportation services to support housing retention in rural communities.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.4.1	Advocate for the need of reliable transportation as a measure of housing stability and retention.	Government understands the transportation needs of rural/Northern communities.	Funding for rural/Northern communities to meet the transportation needs of residents.	Reliable transportation for rural residents of Nipissing District.	N/A	N/A  <b>Target requires progress.</b>	N/A
2.4.2	Create partnerships to assist individuals and/or families to access the services they need to remain housing; including grocery shopping, support services, etc. in communities where there is no or limited public transportation.	Individuals and/or families can remain in their own homes with supports.	Services to assist rural individuals/families to remain housed.	A wide variety of services to assist rural individuals and families to remain housed.	Nipissing First Nations True Self Debwendizwin program provides outreach supports in rural communities, including West Nipissing, Mattawa, and their surrounding areas assisting clients to obtain the services and supports they may need to get or stay housed.	Individuals/families experiencing or at-risk of homelessness living in rural communities have access to services and supports required to get them housed.  <b>Progress has been made.</b>	N/A

**Strategy 5: Improve senior resident's ability to Age in Place.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.5.1	Community services funding for seniors to purchase medical equipment and complete accessibility renovations.	Seniors remain in their own homes with appropriate adaptive equipment.	Funding for medical equipment and home renovations.	An increase in funding for medical equipment and home renovations.	No progress in 2021.	No progress in 2021. <b>Target requires progress.</b>	N/A
2.5.2	Advocate for grants to maintain/retrofit homes for seniors.	Seniors can access grants to retrofit or maintain housing.	Funding for seniors to maintain and retrofits their homes.	An increase in funding for seniors to maintain and retrofit their homes.	Roughly 40 new households were added to the Ontario Renovates program in 2021.	40 new households were provided the funds to complete necessary renovations. <b>Progress has been made.</b>	N/A
2.5.3	Increase supported housing to assist seniors to be able to remain in the own homes.	Senior residents can remain in their own home.	Number of supported housing services for seniors.	An increase in supported housing services to assist seniors with aging in place.	No progress in 2021.	No progress in 2021. <b>Target requires progress.</b>	N/A
2.5.4	Increase supported/supportive housing options for seniors in South Algonquin.	Seniors receive the supports they need to remain in their home community.	Number of supported/supportive housing services for seniors in South Algonquin.	An increase in supported housing services to assist seniors in South Algonquin.	No progress in 2021.	No progress in 2021. <b>Target requires progress.</b>	N/A
2.5.5.	Advocate for ongoing management and support to maintain the housing of older adults living with mental illness in the District.	Older adults with a mental illness can remain in the community.	Services and support to assist older adults with mental illness.	An increase in services to support the housing retention of older adults living in the community with mental illness.	Continued the Community Para-medicine Program, as well as the Mobile Nurse Practitioner pilot.	No outcomes in 2021. <b>Target requires progress.</b>	N/A
2.5.6.	Advocate and expand funding for health	Adult patients receive health	Types of health services to support	An increase in the amount of	Continued the Community	High Intensity Program (GCOP) - A Community	Various \$1,480,000.00

	support services to support seniors in their home setting.	supports to remain in their own homes.	seniors in their home setting.	health services to support seniors in their home setting.	Para-medicine Program, as well as the Mobile Nurse Practitioner pilot.	Paramedic paired with a Registered Nurse whom is specialized in Geriatric Care has been funded for the previous 2 years and is approved until April 2023. This program focusses on complex high intensity clients often that are awaiting ALC beds, by addressing again opportunities to facilitate and support them in their homes.  <b>Progress has been made.</b>	
2.5.7.	Investigate the use of para-medicine as an aid for referrals.	Seniors receive information for health supports to remain in their own homes or be appropriately housed.	Referrals from para-medicine interactions.	An increase in the amount of referrals from seniors who interact with para-medicine services.	Continued the Community Para-medicine Program.	Seniors continued to receive support through the Para-medicine Program.  <b>Target has been met.</b>	Various \$1,480,000.00

**Strategy 6:** Ensure that residents have adequate, affordable and suitable housing.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
2.6.1	Advocate for increased funding for home renovation/retrofit programs.	Homes in Nipissing District are in an adequate state of repair.	Number of Ontario Renovates funding recipients.	An increase in the number of Ontario Renovates funding recipients.	Continue to advocate for increased funding for the Ontario Renovates Program and a reduced wait list.	The DNSSAB continues to advocate for funding to address housing needs across the housing continuum.  <b>Progress has been made.</b>	N/A



### Strategic Objective #3: Increasing Housing Affordability and Options Along the Housing Continuum

**Strategy 1:** Assist qualified homeowners to create secondary suites in their homes as a means of increasing the supply of affordable rental housing where permitted through official plans.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.1.1.	Assist homeowner applicants with funding to create secondary suites, where appropriately permitted through municipal official plans and planning approvals.	The supply of affordable rental housing is increased.	Number of households that have accessed secondary suite incentives.	An increase in the number of households that access incentives that support the creation of legal secondary suites.	N/A	Target has been met.	N/A
3.1.2.	Advocate for municipalities to create policies/documents to develop, monitor, measure and evaluate secondary suites.	The supply of suitable and adequate rental housing is increased.	Number of municipal policies/documents relating to secondary suites.	An increase in municipal policies/documents relating to secondary suites.	N/A	Target has been met.	N/A

**Strategy 2:** Explore opportunities to expand rental subsidy programs.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.2.1.	Advocate for increased funding for rent subsidy programs.	An increase in affordable rental housing.	Number of rental subsidies recipients.	An increase in the number of rental subsidy recipients.	Increase of 33 CRS units. Increase of 7 PHB units. Increase of 15 COHB units.	55 additional rent subsidies were available to eligible recipients.  <b>Target has been met.</b>	Strong Communities \$300,930.31  CRS \$448,154.71  PHB \$33,760.90  COHB \$60,655.00  OPHI \$30,000.00  SIF \$127,945.10  CHPI Housing Allowance \$40,000.00
3.2.2.	Create additional rent subsidies to address the shortage of rental housing in municipalities without social housing.	An increase in affordable housing options in the district's rural municipalities and areas.	Number of rent subsidies in municipalities without social housing.	An increase in the number of rent subsidies in municipalities that do not have social housing.	Over 30 Portable Housing Benefits offer letters were sent out to clients on the Rent Geared to Income waitlist across the District.	10 new clients were added to the Portable Housing Benefit program.  <b>Progress has been made.</b>	PHB \$9,727.00

**Strategy 3:** Aligning various funding sources with the Strategic Objectives of the 10-Year Housing and Homelessness Plan.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.3.1.	Maximize funding opportunities that align with the strategic objectives of this plan.	Funding is aligned with the strategic objectives.	Progress made on strategic objectives of the plan.	An increase in the amount of progress made to address the strategic objectives of the plan.	Funding decisions made by the DNSSAB are primarily driven by the strategic objectives set out in the 10 Year Housing and Homelessness Plan.	The overall investment in strategies related to the 10 Year Housing and Homelessness Plan in 2021 was \$13,134,994.02  <b>Target has been met.</b>	See Table 1.0 above.
3.3.2.	Advocate for increasing the investment of the Affordable Housing Reserve Fund.	The Affordable Housing Reserve fund will increase.	Amount of money in the Affordable Housing Reserve Fund.	An increase in the amount of money in the Affordable Housing Reserve Fund.	No progress made in 2021.	No progress made in 2021.  <b>Target requires progress.</b>	N/A

**Strategy 4:** Leverage resources in order to maximize affordable housing options along the continuum.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.4.1.	Increase opportunities for affordable homeownership.	Maximize homeownership opportunities for low income families.	Number of households assisted with homeownership.	An increase in the number of households assisted with homeownership.	No progress made in 2021.	No progress made in 2021.  <b>Target requires progress.</b>	N/A
3.4.2.	Advocate for funding and legislation that addresses health hazards in the private market housing stock, and ensures that households have access to housing that is acceptable, safe, and affordable.	Residents are able to remain housed because their accommodations are acceptable, safe, and affordable.	Number of households homeless or at-risk of homelessness due to health hazards.	A decrease in the number of households homeless or at-risk of homelessness due to health hazards.	No progress made in 2021	No progress made in 2021.  <b>Target requires progress.</b>	N/A

**Strategy 5: Increase the supply of affordable rental housing.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.5.1.	Advocate for increased funding for the creation of additional affordable housing units.	Funding to create affordable housing.	Amount of funding for affordable housing developments.	An increase in the amount of funding for affordable housing units.	Continued to advocate for funding and completed the construction of Northern Pines I.	16 new transitional housing units have become available to eligible applicants.  <b>Progress has been made.</b>	CHPI \$189,000.00  Municipal Levy \$119,289.69
3.5.2.	Increase the supply of housing for singles.	Singles can find affordable housing units.	Number of affordable housing units for singles.	An increase in the number of affordable housing units for singles.	Completed construction of Northern Pines I, which has units available to eligible single-person households.	16 new transitional housing units have become available to eligible applicants, including single-person households.  <b>Target has been met.</b>	CHPI \$189,000.00 See above  Municipal Levy \$119,289.69
3.5.3.	Increase the supply of accessible housing, for singles other than senior residents.	Non-seniors can find accessible housing.	Number of accessible housing units for non-seniors.	An increase in the number of accessible housing units for non-seniors.	Completed construction of Northern Pines I, which has units available to eligible single-person households.	16 new transitional housing units have become available to eligible applicants, including non-senior single-person households.  <b>Target has been met.</b>	CHPI \$189,000.00 See above  Municipal Levy \$119,289.69
3.5.4.	Address the need for more two-bedroom units for low-income individuals/ families and seniors.	Two-bedroom rental supply is sufficient to meet demand.	Number of affordable two-bedroom units.	An increase in the number of affordable two-bedroom units.	No progress made in 2021.	No progress made in 2021.  <b>Target requires progress.</b>	N/A
3.5.5.	Increase the supply of housing for senior residents.	Seniors can find affordable housing.	Number of affordable housing units for seniors.	An increase in the number of affordable housing units for seniors.	No progress made in 2021.	No progress made in 2021.  <b>Target requires progress.</b>	N/A
3.5.6.	Advocate for a first right of refusal to DNSSAB on all surplus government buildings and land, provided it is used for affordable housing purposes.	Surplus land and buildings can be re-purposed for affordable housing.	Number of residents housed in surplus government buildings and land.	An increase in the number of people housed in surplus government buildings and land.	Began investigating DNSSAB's ability to access public lands and buildings under tier one of the public land registry.	Further investigate DNSSAB's ability to use the NDHC as a subsidiary to purchase surplus government buildings and land under tier one of the public land registry.  Will contact the Provincial Land Registry and the Boards of Education to register as a first tier body for surplus properties.  <b>Progress has been made.</b>	N/A

3.5.7.	Investigate the impact that building and zoning regulations have on the creation of affordable housing supply in Nipissing District.	Municipal building and zoning regulations support the development of affordable housing options along the Continuum.	Number of collaboration opportunities with municipalities in Nipissing District to support the development of affordable housing.	An increase in the number of collaborations with municipalities in Nipissing District, to support the development of affordable housing.	Applications were submitted for the Rapid Housing Initiative to fund the development of new housing.	<b>Progress has been made.</b>	N/A
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**Strategy 6: Increase the supply of transitional/second stage housing.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.6.1.	Advocate for funding to increase the transitional housing supply.	Funding to create transitional housing.	Number of transitional housing beds.	An increase in the number of transitional housing beds.	Opening of Northern Pines Phase 1 transitional housing, and subsequent move-ins.  Continue to fund the building of Northern Pines Phase 2 house which will be able to house and additional 20 individuals.  Funded the development of Northern Pines Phase 3, which will be able to house 24 individuals.	16 new transitional beds became available with the opening of Northern Pines 1.  <b>Target has been met.</b>	CHPI \$189,000.00  Municipal Levy \$119,289.69  SSRF Phase 4 / Municipal Levy \$2,100,000.00
3.6.2.	Increase transitional housing for victims of domestic violence outside North Bay.	Transitional housing is available for victims of domestic violence, outside North Bay.	Number of transitional housing beds outside of North Bay, for victims of domestic violence.	An increase in the number of transitional housing beds outside of North Bay, for victims of domestic violence.	N/A	N/A <b>Target requires progress.</b>	N/A
3.6.3.	Investigate the creation of youth transitional housing in Sturgeon Falls.	Transitional housing for youth is available in Sturgeon Falls.	Number of transitional housing beds for youth in Sturgeon Falls.	An increase in the number of transitional housing beds for youth in Sturgeon Falls.	N/A	N/A <b>Target requires progress.</b>	N/A
3.6.4.	Advocate for funding to create transitional housing for individuals with	Individuals with addiction are supported with transitional	Number of transitional housing beds for individuals with	An increase in the number of transitional housing beds for	Completed construction of Northern Pines I, which has units	16 new units are now available to eligible applicants, including those struggling with	CHPI \$189,000.00  Municipal Levy

	addiction.	housing.	addictions.	individuals with addictions.	available to eligible individuals, including those struggling with addiction.  On-site supports and services are provided for those that need them.	addiction.  <b>Target has been met.</b>	\$119,289.69
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**Strategy 7: Increase the supply of supported/supportive housing.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
3.7.1.	Advocate for funding for new and existing units to include support services.	Tenants receive appropriate supports.	Number of supported/supportive housing units.	An increase in the number of supported/supportive housing units.	Continue to advocate for additional funding for the on-going development of the two Northern Pines transitional housing units. Northern Pines I has opened, and features on-site supports for clients in need.	Completed the construction of Northern Pines I, adding 16 transitional housing units in North Bay. 6 Individuals have since moved in.  Tenants residing in DNSSAB-NDHC units are supported to retain their housing.  <b>Target has been met.</b>	CHPI \$189,000.00  Municipal Levy \$119,289.69  OPHI \$90,995.00
3.7.2.	Advocate for funding to support the delivery of supports for seniors and persons with disabilities in new and existing units.	Adequate supports are available for the housing supply.	Number of supported social/affordable housing units for seniors.	An increase in the number of supported social/affordable housing units for seniors.	No progress in 2021.	No progress in 2021.  <b>Target requires progress.</b>	N/A
3.7.3.	Advocate for increased funding for housing with support services for individuals experiencing mental health and addictions.	Individuals with mental health and addictions have housing with supports in place.	Number of housing with support units for individuals experiencing mental health and addictions.	An increase in the number of housing with support units for individuals experiencing mental health and addictions.	Completed the construction of Northern Pines I.  Advocated for support for vulnerable populations at shelters, social and supportive housing, and other locations for better access to primary care.	Successful applicants to Northern Pines I will have access to on-site mental health and addictions services and supports.  <b>Progress has been made.</b>	CHPI \$189,000.00  Municipal Levy \$119,289.69  OPHI \$90,995.00
3.7.4.	Explore opportunities to increase the supply of congregate living and group homes.	Increased supply of congregate living and group homes.	Number of congregate living and group home accommodations.	An increase in the number of congregate living and group home accommodations.	Continued to advocate for funding to complete the construction of Northern Pines I	Completed the construction of Northern Pines I, adding 16 congregate transitional housing	CHPI \$189,000.00  Municipal Levy \$119,289.69

					transitional housing. Northern Pines I transitional housing was completed.	units in North Bay. <b>Target has been met.</b>	
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## Strategic Objective #4: Sustaining and Expanding the Housing Portfolio

### Strategy 1: Renew and/or redevelop social housing assets.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
4.1.1.	Ensure that housing providers are accessing Asset Management resources and tools for the development of Asset Management Plans.	A plan that will guide decisions regarding asset renewal/ redevelopment in the social housing portfolio.	Number of housing providers utilizing housing management resources and tools.	An increase in the number of providers utilizing housing management resources and tools.	The Coordinated Access Nipissing partnership worked collaboratively to build the District's first operational By-Name List, as well as make key decisions regarding the implementation of the Homeless Individuals and Families Information System (HIFIS) 4.0 and coordinated access as a service system.	The By-Name List acts as a registry of all known individuals experiencing or at-risk of homelessness in the Nipissing District. This tool will allow service providers to determine which resources are needed to advocate accordingly.  <b>Progress has been made.</b>	CHPI \$5,570.31
4.1.2.	Advocate for increased funding for social housing repairs and renovations.	Social housing buildings are in an adequate state of repair.	Funding for social housing repairs and renovations.	An increase in the amount of funding allocated to complete repairs and renovations to social housing.	21 social housing providers received funding for repair and renovations.	1089 units were repaired or renovated.  <b>Progress has been made.</b>	COCHI \$715,030.00 COCHI \$53,193.00  OPHI \$374,183.53

**Strategy 2: Review the social housing portfolio.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
4.2.1.	Ensure operational efficiencies throughout the social housing portfolio.	Social housing providers are operating efficiently.	Number of operational/ targeted reviews conducted.	Operational/ targeted reviews are being conducted on a consistent basis.	Operational reviews were conducted at three (3) housing providers in 2021.	The reports following the operational reviews were completed. They will presented to the housing providers.  <b>Target has been met.</b>	N/A
4.2.2.	Review applicable data to ensure that existing and future housing units match the demographic and socio-economic characteristics of the District.	Current and future social housing will match the demographic and socio-economic characteristics of the client population.	The location, size, type, and cost of residing in social housing.	A social housing portfolio that matches the demographic and socio-economic needs of the District.	The Nipissing Counts 2021 survey was used to build the District's first operational By-Name List. This list includes the socio-demographic characteristics of those experiencing and at-risk of homelessness	The DNSSAB and community partners now have access to real-time data describing the socio-economic and demographic characteristics of this vulnerable population.  <b>Progress has been made.</b>	CHPI \$5,570.31

**Strategy 3: Maintain Nipissing’s service level standards in social housing.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
4.3.1.	Ensure consistent planning is occurring around end of operating agreements to ensure service level standards are being met.	Social housing providers are able to sustain their organization after operating agreements have expired.	End of operating agreements.	An increase in consistent planning around end of operating agreements.	Housing Administrators continued to engage with housing providers who are approaching the end of their agreements.	3 housing providers reached the end of their agreements. Rent-gear-to-income units continue to be funded through rent supplements. 2 housing providers, and 3 housing projects were provided capital funds and a subsidy allocation as their operating agreements were ending.  <b>Progress has been made.</b>	COCHI \$47,100.30 CRS \$448,154.71 COCHI – Transitional Operating fund \$248,539.70
4.3.2.	Research and develop options for the maintenance of service level standards, after operating agreements with housing service providers end.	Service levels in social housing are maintained.	Service level standards.	An increase in the quality of service level standards after end of operating agreements.	Each expiring housing provider project underwent assessment to determine long-term viability.	3 housing providers reached the end of their agreements. Rent-gear-to-income units continue to be funded through rent supplements. 2 housing providers, and 3 housing projects were provided capital funds and a subsidy allocation as their operating agreements were ending.  <b>Progress has been made.</b>	COCHI \$47,100.30 CRS \$448,154.71 COCHI – Transitional Operating fund \$248,539.70
4.3.3.	Research and develop options for the maintenance of service level standards and assist housing providers with financial plans after operating agreements expire.	A plan is in place to assist providers as their operating agreements end.	Financial plans.	An increase in the quality of financial planning after operating agreements expire.	Each expiring housing provider project underwent assessment to determine long-term viability.	3 housing providers reached the end of their agreements. RGI units continue to be funded through rent supplements. 2 providers, and 3 projects were provided capital funds and subsidy allocation as their agreements were ending.  <b>Progress has been made.</b>	COCHI \$47,100.30 CRS \$448,154.71 COCHI – Transitional Operating fund \$248,539.70

4.3.4.	Investigate changes to the current RGI system.	More stable and predictable revenue for housing service providers.	RGI funding.	An increase in funding for RGI housing service providers.	Current RGI policies are fixed and regulated by MMAH.	Stable and predictable revenue for housing service providers is available.  <b>Target has been met.</b>	N/A
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**Strategy 4:** Create opportunities to facilitate new housing projects.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
4.4.1.	Leverage opportunities, for the purpose of developing/ facilitating, owning and/or managing new housing projects.	A housing development corporation which facilitates the creation of new affordable housing opportunities.	Number of housing projects.	An increase in the number of housing projects.	Continued with the development of 16 new transitional housing units at Northern Pines I, and began constructing 20 new transitional housing units at Northern Pines II.	Completed the construction of Northern Pines I, adding 16 transitional housing units in North Bay. 6 Individuals have since moved in.  <b>Progress has been made.</b>	CHPI \$189,000.00
4.4.2.	Investigate the creation of additional seniors housing in Temagami.	The housing supply in Temagami meets the needs of senior residents.	Number of seniors housing units in Temagami.	An increase in the number of seniors housing units in Temagami.	No progress in 2021.	No progress in 2021.  <b>Target requires progress.</b>	N/A
4.4.3.	Investigate the creation of additional seniors housing in Mattawa.	The housing supply in Mattawa meets the needs of senior residents.	Number of seniors housing units in Mattawa.	An increase in the number of seniors housing units in Mattawa.	No progress in 2021.	No progress in 2021.  <b>Target requires progress.</b>	N/A
4.4.4.	Investigate the creation of additional units to meet changing demographic and socio-economic needs.	Acceptable housing is available.	Number of affordable housing units.	An increase in the number of affordable housing units to meet the demographic and socio-economic needs of the District.	Continued with the development of Northern Pines II transitional housing units.	Began constructing 20 new transitional housing units at the Northern Pines II site.  <b>Progress has been made.</b>	CHPI \$189,000.00

## Strategic Objective #5: Leadership, Integration, Coordination and Advocacy

### Strategy 1: Ensure the 10-Year Housing and Homelessness Plan is implemented.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.1.1.	Develop a communication strategy for the 10 Year Housing and Homelessness Plan.	DNSSAB stakeholders (as defined in the DNSSAB Strategic Plan 2014) are aware of the plan.	Communication with stakeholders.	An increase in the type and quality of communication with stakeholders.	No progress needed in 2021.	<b>Target has been met.</b>	N/A
5.1.2.	Ensure that new housing programs and opportunities are linked back to the Plan, and support the Strategic Objectives of The Plan.	Annual work plans are developed with input from community partners and endorsed by DNSSAB.	Number of target met.	An increase in the number of targets met.	The DNSSAB Board members, as well as affiliated agency members reflect upon the strategic objectives of the 10 Year Housing and Homelessness Plan when making decisions or recommendations around housing programs, services and supports.	The objectives set out in this plan are used as the foundation of new programs, services and supports implemented by community partner agencies throughout the District.  <b>Target has been met.</b>	N/A
5.1.3.	Report on annual progress of the 10 Year Housing and Homelessness Plan.	DNSSAB, stakeholders are informed of the progress in meeting the targets and objectives of the 10 Year Housing and Homelessness Plan.	Reporting on the plan.	Reporting to community partners on an annual basis.	The Community Entity (DNSSAB) will successfully submit the 2021 Annual Review of the 10 Year Housing and Homelessness Plan, as they have done since the plan's inception in 2014.	The annual updates and the final version of the 5 Year Review of the 10 Year Housing and Homelessness Plan are posted on the DNSSAB website.  <b>Target has been met.</b>	N/A

**Strategy 2:** Strengthen the partnership between Housing Access Nipissing non-profit housing providers, and service providers.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.2.1.	Identify common areas of concern and opportunities.	Increased housing opportunities and collaboration.	Amount of communication.	An increase in communication between Housing Access Nipissing, housing providers, and service providers.	The DNSSAB Housing programs department continued to work collaboratively with the Housing Access Nipissing.	<b>Target has been met.</b>	N/A
5.2.2.	Increase communication between Housing Access Nipissing and the Nipissing District Homelessness and Housing Partnership members.	The NDHR Inc. and the NDHHP are working collaboratively.	Amount of communication.	An increase in communication between Housing Access Nipissing and NDHHP service providers.	Housing Access Nipissing staff and DNSSAB Housing programs members continue to attend NDHHP monthly meetings and regularly report on changes to program structure, eligibility, and respond to inquiries from service providers.	NDHHP service providers continue to receive information regarding Housing Access Nipissing programs. During NDHHP monthly meetings, open dialogue occurs and provides insight into community stakeholder situations.  <b>Target has been met.</b>	N/A
5.2.3.	Work with community partners to ensure that service providers are familiar with the Housing Access Nipissing Program and have the tools and resources required to support their clients with eligibility and document requirements needed to access housing supports and services.	Clients are supported and understanding housing and homelessness supports and services.	Interactions with service providers.	Service providers are provided with information and resources to support their clients with eligibility and application processes.	Housing Access Nipissing staff members of the DNSSAB continue to attend NDHHP meetings regularly and report changes to program structure, eligibility and respond to inquiries from service and support providers	NDHHP service and support providers continue to receive timely and accurate information regarding Housing Access Nipissing programs.  <b>Target has been met.</b>	N/A
5.2.4.	Work with community partners to ensure that households awaiting housing on the Centralized Waiting List are provided with referrals to community supports to assist them with their housing situation.	Applicants on the Centralized Waiting List are provided with referrals to support their needs.	Number of referrals.	An increase in the number of referrals for individuals and households on the Centralized Waiting List.	Housing Access Nipissing staff continue to provide clients with referrals and information about other programs and services in the District that could assist them with their housing situations.	Clients awaiting an offer for social housing are provided with resources to assist them with their housing needs.  <b>Progress has been made.</b>	N/A

**Strategy 3:** Increase the collaboration between DNSSAB and/or any of the following: community partners, municipalities, federal government, provincial governments.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.3.1.	Create linkages between municipalities, developers, service providers, DNSSAB and affordable housing providers.	Enhanced collaboration between municipalities, developers and affordable housing landlords.	Interactions amongst municipalities, developers, service providers, DNSSAB, and affordable housing providers.	An increase in housing related interactions amongst municipalities developers, service providers, DNSSAB, and affordable housing providers.	District-wide municipal councilors and mayors continue to sit on the DNSSAB Board of Directors. The Near North Landlord Association continues to hold a spot on the District's Community Advisory Board (CAB) and attend meetings regularly with housing and homelessness service providers.	DNSSAB Board members utilize their municipal expertise to inform District-wide decision making around housing and homelessness programs and services.  <b>Target has been met.</b>	N/A
5.3.2.	Participate in local, northern and provincial working groups.	Increased collaboration and awareness of Northern housing and homelessness issues.	Types of working groups.	DNSSAB staff are involved in a variety of local, northern, and provincial working groups.	The DNSSAB is the Community Entity (CE) for the Nipissing District Housing and Homelessness Partnership (NDHHP).  The DNSSAB sits on multiple local, provincial and federal working groups and has provided feedback to various levels of government on the state of housing and homelessness in the Nipissing District.	Concerns and issues related to housing and homelessness in the Nipissing District continue to be communicated with and to the various levels of government.  <b>Target has been met.</b>	N/A
5.3.3.	Continue to facilitate the role as the Community Entity for the federal Homelessness Partnering Strategy (HPS).	The federal government is more informed on homelessness issues.	Reporting requirements to the federal government.	Consistent and accurate reporting to the federal government on housing and homelessness in Nipissing District.	The DNSSAB has committed to maintaining the role of Community Entity (CE) through Reaching Home (2019-2024).	Increased collaboration with community service and support providers to tackle housing and homelessness issues in the District.  <b>Target has been met.</b>	See Reaching Home funded action items.
5.3.4.	Seek opportunities to inform the	Communication strategy is in	Knowledge of RFP	An increase in RFP	The DNSSAB continues to post	The DNSSAB utilizes their website to	N/A



	public about the DNSSAB's RFP process and other available funding to ensure that a wide range of proponents are aware of funding opportunities.	place to promote the DNSSAB's RFP process.	opportunities.	applications.	RFPs and other available funding opportunities on the public website.	post publicly about RFP opportunities. The DNSSAB then reviews the proponents submissions to determine the best candidates. The final decision is then approved by the DNSSAB Board of Directors.  <b>Target has been met.</b>	
5.3.5.	Endeavour to coordinate funding opportunities in support of a more integrated housing and homelessness system.	Funding is coordinated and aligned to support housing and homelessness programs.	Funding opportunities.	An increase in funding opportunities that are aligned with the strategic objectives of the 10 year plan.	DNSSAB Housing programs continued to work closely with the Nipissing District Housing Corporation. The DNSSAB as a Community Entity under Reaching Home has worked closely with various community agencies including Crisis Centre North Bay (CCNB), Low Income People Involvement of Nipissing (LIPI), AIDs Committee of North Bay and Area (ACNBA), North Bay Indigenous Friendship Centre (NBIFC), Nipissing First Nations Debwewendizwin True Self Program, the Canadian Mental Health Association - North Bay and District (CMHA-NBD), and the Gathering Place to develop a coordinated access service system across the District of Nipissing.	This collaboration has allowed for improved service delivery, data collection, analysis and comprehensive understanding of housing and homelessness in the Nipissing District. The team efforts to develop a coordinated access system with community agencies has allowed for the base of a new service approach to be built where clients will receive collaborative efforts to assist them in reaching their housing goals.  <b>Target has been met.</b>	Reaching Home \$56,680.00

**Strategy 4:** DNSSAB recognizes and supports the Nipissing District Homelessness and Housing Partnership.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.4.1.	The NDHHP provides advice on issues related to homelessness.	DNSSAB is more informed on homelessness issues.	Interaction with NDHHP members	Consistent interaction with NDHHP members on issues related to housing and homelessness	The NDHHP continues its role as the Community Advisory Board (CAB) for the Nipissing District.	The NDHHP provides service and support provider advice to the DNSSAB on issues related to housing and homelessness.  <b>Target has been met.</b>	N/A
5.4.2.	The NDHHP will assist in monitoring the progress of the 10 Year Housing and homelessness Plan.	The annual work plan will be endorsed by the NDHHP.	Creation of a NDHHP Committee to review the 10 Year Plan.	NDHHP member committee meets annually to review the annual review of the 10 Year Plan.	The NDHHP continues to receive monthly updates from the DNSSAB on housing and homelessness programs and services during the CAB meetings.	The NDHHP members provide the DNSSAB with feedback on programs and services related to the 10-Year HHP. The Plan is available for review on the DNSSAB's website.  <b>Target has been met.</b>	N/A

**Strategy 5:** DNSSAB will be a leader and advocate in supporting homelessness prevention initiatives and affordable housing solutions.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.5.1.	Ensure that social assistance regulations and legislation supports the housing situation of residents of Nipissing District.	Residents on social assistance can afford acceptable housing.	Number of households on social assistance in arrears.	A decrease in the number of households on social assistance in arrears.	No progress in 2021.	No progress in 2021.  <b>Target requires progress.</b>	N/A
5.5.2.	Advocate on behalf of the residents of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs.	Residents of Nipissing District receive housing related supports and services that meet the demographic and socio-economic needs of the District.	Services for housing related supports and services.	A diverse variety of housing related supports and services.	The DNSSAB, with the input of community partner agencies, continued to discuss with Federal and Provincial ministries to communicate the housing and homelessness needs in Nipissing District, as well as advocate for program funding.	The DNSSAB and community partner agencies were able to serve and support needs of their clientele during the COVID-19 pandemic. The Housing Unit Stability and Recovery Pilot was able to find housing placements for 20 individuals experiencing unsheltered homelessness by conducting face-to-face needs assessments. This project was also able to support clients through financial and employment assistance, as well as social reintegration. The Salvation Army was able to support 50 housing set-ups in 2021. The CCNB was able to house 49 clients using thorough intake assessments to determine the best resources to match client-housing needs.  <b>Progress has been made.</b>	Reaching Home \$250,553.25
5.5.3.	Advocate for northern, rural and	The provincial government will	Number of working	DNSSAB staff communicate the	The DNSSAB continued to	Advocates were educated on various	Reaching Home \$1,688.50

	remote housing and homelessness solutions.	know the needs of northern, rural and remote residents.	groups.	needs of Nipissing District through involvement in a variety of provincial working groups.	participate on committees, working groups, and conferences hosted by various levels of government. Select staff attended the 2021 CAEH Conference and attended seminars on rural homelessness.	methods and solutions to remote and rural homelessness. This knowledge can now be used in best practices.  <b>Progress has been made.</b>	
5.5.4.	Advocate for a National Housing Strategy that meets the needs of Nipissing District.	Sustainable and predictable long term funding for affordable housing initiatives.	Amount of funding from the federal government.	An increase in the amount of funding received for housing related programs and services.	The National Housing Strategy was released on November 22, 2017 for a time span of 10 years.	<b>Progress has been made.</b>	N/A
5.5.5.	Facilitate communication between residents and government leaders, related to their housing needs.	The housing needs of resident's are recognized.	Published articles and reports related to housing.	Consistent communication with residents and government on issues related to housing and homelessness.	The DNSSAB Board of Directors provides the public and local outlets with media releases to inform the District communities about current housing and homelessness issues, decisions and changes.  In December of 2021, the Nipissing Counts PIT count findings were published to the DNSSAB website.  Monthly Board packages are also published on the DNSSAB website.	In 2021, media releases were sent to local media outlets regarding the DNSSAB's response to COVID-19 pandemic, the Social Services Relief Fund, Emergency Homelessness and the Low Barrier Shelter, the development of the Gateway Houses, Nipissing Counts 2021, and the DNSSAB's response to the call for a warming centre during harsh and cold climates.  <b>Target has been met.</b>	N/A

**Strategy 6:** Develop Indigenous housing solutions.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
5.6.1.	Develop partnerships between non-Indigenous service providers and Indigenous service providers, elders, community members.	Indigenous housing solutions are developed and implemented.	Representation of Indigenous groups and organizations.	Consistent representation of Indigenous groups and organizations in working groups and committees.	The North Bay Indigenous Friendship Centre (NBIFC) as well as Nipissing First Nations True Self (NFN) staff actively sit on the Nipissing District Housing and Homelessness Partnership (NDHHP) and provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns. The DNSSAB continues to provide staff with Indigenous cultural learning opportunities including Indigenous guest speakers at all-staff meetings.	Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous community stakeholders.  <b>Target has been met.</b>	N/A

## Strategic Objective #6: Awareness, Education, Information and Best Practices

**Strategy 1:** Improve the public’s access to information on housing and homelessness programs including housing options and support services.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.1.1.	Ensure that service directories are bilingual and accessible to the public.	French and English speaking residents are informed of services in the District.	Bilingual service directories.	All service directories in the District are available in French and English.	The DNSSAB continues to update the newly launched bilingual website.	A fully bilingual DNSSAB website is available to the public.  <b>Target has been met.</b>	N/A
6.1.2.	Offer information sessions to social service agencies, institutions, municipalities, and other stakeholders on the programs and services offered by the DNSSAB.	Individuals and families are aware of housing and homelessness programs in the District.	Information sessions provided to social service agencies, institutions, municipalities, and other stakeholders.	A variety of information sessions provided to social service agencies, institutions, municipalities, and other stakeholders.	The DNSSAB website was updated to include information on all programs and services offered, as well as eligibility requirements for each. Visitors can also find department directories so that they may contact staff directly.	Residents and community partners can receive information regarding DNSSAB programs and services by visiting the public website.  <b>Target has been met.</b>	N/A
6.1.3.	Ensure the francophone population is recognized by capturing the French language when publishing reports at all phases of community planning for housing and homelessness.	A better informed Francophone community.	Reports published in French.	All published reports available in French and English.	All resources have been made available in both French and English on the DNSSAB website.	Residents and community partner agencies who would like service in French or English can be served and supported in their preferred language.  <b>Target has been met.</b>	N/A
6.1.4.	Social Media is utilized to highlight programs in the District.	Informed public.	Social media posts regarding programs in the District.	A variety of social media posts regarding programs in the District.	The Communications and Executive Coordinator at the DNSSAB monitors and posts information on the DNSSAB’s social media pages.	Staff, residents, and community stakeholders are provided with a social media platform to engage with the DNSSAB, receive information about programs/ services, office closures and overall updates.  <b>Target has been met.</b>	N/A

**Strategy 2:** Increase awareness concerning housing and homelessness issues in the District.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.2.1.	Share information and data collected on housing and homelessness needs with residents and all levels of government.	Residents and all levels of government are aware of the housing and homelessness issues in the District.	Housing and homelessness information and data is provided to residents and all levels of government.	Annual reports are created and shared with residents and all levels of government.	Monthly Board packages continue to be posted on the public website for information. Information, and reports are consistently shared with Federal and Provincial government representatives through the NDHHP.	Members of the public and all levels of government are aware of the data and information pertaining to housing and homelessness in the Nipissing District.  <b>Target has been met.</b>	N/A
6.2.2.	Disseminate educational materials that target the stigma and beliefs about homelessness.	Reduce stigma about homeless group/certain populations.	Educational materials that target the stigma and beliefs about homelessness.	A variety of educational materials that target the stigma and beliefs about homelessness.	The DNSSAB provided funding to the North Bay Parry Sound District Health Unit (NBPSDHU) to hold the Anti-Stigma Campaign in October. This campaign was titled "See the Person" and was focused on disseminating the stigma surrounding homelessness and individuals experiencing it.	Informational videos, posters, advertisements and other educational materials were distributed in the community to educate the reduce stigma against people experiencing homelessness.  <b>Target has been met.</b>	SSRF \$6,000.00
6.2.3.	Work with post-secondary institutions to understand the housing needs and challenges of the student population.	Students have access to adequate, affordable, and suitable housing.	Interactions between post-secondary institutions and the DNSSAB.	A variety of interactions between post-secondary institutions and the DNSSAB.	Canadore College and Nipissing University participated as a community partner in the 2021 Point-in-Time count. Representatives from post-secondary institutions have begun to attend monthly NDHHP meetings. The DNSSAB also welcomes student placements.	Questions regarding student homelessness were added to the PiT survey, where 7 students were identified. Insight is consistently provided into what post-secondary institutions are dealing with in terms of student homelessness.  <b>Target has been met.</b>	N/A
6.2.4.	Advocate for accurate data on student housing	Student housing needs are accurately	Data on student housing.	Reliable and consistent data on	Partnerships were made with Canadore College.	<b>Progress has been made.</b>	N/A

	needs to support student populations in the District.	captured.		student housing.			
6.2.5.	Advocate for enhanced awareness of homelessness due to migration and transience.	Enhance awareness and understanding of homelessness due to migration/transience.	Data on homelessness due to migration and transience.	Reliable and consistent data on homelessness due to migration and transience.	The October 2021 Point-in-Time enumeration of homelessness in the Nipissing District consisted of a survey which asked about migration to the area. The results were published publicly on the DNSSAB website.	It was determined that roughly 71% of individuals experiencing homelessness in the Nipissing had migrated from outside the District. However, it was found that only 29 of the 147 individuals who migrated did so for reasons directly related to homelessness.  <b>Target has been met.</b>	CHPI \$5,570.31



**Strategy 3:** Ensure that residents have access to stable employment opportunities to secure and maintain adequate, safe and affordable housing.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.3.1.	Develop partnerships with employment agencies, businesses, municipalities, post-secondary institutions, and economic development entities to support a range of stable employment opportunities across the District.	Individuals and families have access to a wide range of stable employment opportunities.	Number of job postings.	An annual increase in the number of job postings.	The DNSSAB Employment team is an active member of the Nipissing Employment Services Table (NEST). A representative from the North Bay and Area Chamber of Commerce works closely with Ontario Works clients to secure local employment opportunities that meet the needs of clients and employers. YES Employment Services is an active member of the NDHHP.	DNSSAB departments and employment agencies, local businesses, municipalities, post-secondary institutions and economic development organizations seek out opportunities to work collaboratively to support the employment needs of local residents.  <b>Progress has been made.</b>	N/A
6.3.2.	Advocate to all levels of government on the employment needs of residents in Nipissing District.	A greater understanding of the employment needs of residents in Nipissing District.	Data on employment needs in Nipissing District.	Reliable and consistent data on employment needs in Nipissing District.	DNSSAB-Ontario Works continues to advocate on all levels of government on employment needs in Nipissing District.	No outcomes in 2021.	N/A

**Strategy 4:** Increase Indigenous cultural awareness and safety.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.4.1.	Work closely with Indigenous partners to support the development of cultural protocols, policies, and standards for individuals and families accessing housing programs and services.	Indigenous clients and community members experience cultural safety in all aspects of the housing process.	Cultural protocols, policies, and standards.	All housing processes are culturally accessible.	NBIFC and Ojibway Women’s Lodge staff actively sit on the Nipissing District Housing and Homelessness Partnership (NDHHP) and provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns.	Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous community stakeholders.  <b>Progress has been made.</b>	N/A

**Strategy 5:** Develop and implement a quality standards framework and best practices program for social housing and housing programs.

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.5.1.	Review and consistently update a quality assurance framework for the operations of social housing providers.	Reliably delivered social housing programs.	Progress reports from operational reviews.	Directives and recommendations from operational reviews are completed on a monthly basis.	Operational reviews were conducted at three (3) housing providers in 2021.	The reports following the operational reviews were completed. They will presented to the housing providers.  <b>Progress has been made.</b>	N/A
6.5.2.	Seek opportunities to obtain feedback from tenants and housing program participants through the use of surveys etc.	Housing services and programs that meet the needs of residents in the District.	Feedback from tenants and housing program participants.	A variety of feedback opportunities is provided to tenants and housing program participants.	No progress in 2021.	No progress in 2021.  <b>Target requires progress.</b>	N/A
6.5.3.	Discover the needs of applicants on the Centralized Waiting List.	Increased understanding of the needs of individuals on the Centralized Waiting List.	Data on applicants on the Centralized Waiting List.	Reliable and consistent data on applicants on the Centralized Waiting List.	Live data dashboards have been developed through the use of Tableau software.	Reliable and consistent data from the waiting list is easily accessible.  <b>Target has been met.</b>	N/A

**Strategy 6: DNSSAB becomes a repository of housing information, data and knowledge.**

Section	Actions	Overall Outcomes	Measures	Targets	Action taken in 2021	Outcomes in 2021	Funding
6.6.1	Streamline the existing shelters and service provider reporting format, so that specific housing and homelessness information is captured.	Shelters and service providers are trained and use HIFIS.	Number of shelters and service providers using HIFIS.	An increase in the number of shelters and service providers using HIFIS.	The DNSSAB's HIFIS Community Coordinator continued to provide support to HIFIS 3.8 users in the District. The Coordinator also oversaw the preparation for the launch of HIFIS 4.0, which will be used as a tool to achieve Coordinated Access by the federal deadline of June 30, 2022.	Service providers are better able to understand the functions of HIFIS 4.0, including the provision of more comprehensive and accurate data.  In the early months of 2022, community partner agencies affiliated with Coordinated Access Nipissing will undergo HIFIS 4.0 user training.  <b>Progress has been made.</b>	N/A
6.6.2.	Have current demographic and socio-economic information available to the public, especially as it relates to housing need.	Accurate and reliable information about the District's housing needs.	Number of demographic and socio-economic reports available to the public.	A variety of demographic and socio-economic reports are available to the public.	In October 2021, the District conducted a Point-in-Time enumeration of homelessness. This included a survey collecting demographics and experiences of respondents. The results have since been published on the DNSSAB website.	Up-to-date aggregate profiles of the homeless population in the Nipissing District is available to community partners and residents.  <b>Target has been met.</b>	CHPI \$5,570.31
6.6.3.	Create a definitions glossary for Nipissing District as it relates to housing and homelessness.	A District-wide understanding of housing and homelessness terms.	Definitions used in agreements and contracts.	Consistent housing definitions are used across the District.	The beginning of a definitions glossary was formed with the planning of Coordinated Access Nipissing, including definitions associated with the housing continuum.	Service providers are using housing and homelessness related terms consistently to ensure client support remains static throughout the various agencies.  <b>Progress has been made.</b>	N/A