



REGULAR BOARD MEETING AGENDA

Healthy, Sustainable Communities

Date: Wednesday, May 24, 2023

Time: DNSSAB Board Meeting at 2:00 PM (or directly following the NDHC Meeting)

Location: By video conference via link below or at the DNSSAB Boardroom

Join Zoom Meeting

<https://us06web.zoom.us/j/87475028350?pwd=eUFVRctFYiV4VzlwTEFROVRTY2U1QT09>

Meeting ID: 874 7502 8350

Passcode: 42812215

One tap mobile

+16475580588,,87475028350#,,,,*42812215# Canada

+16132093054,,87475028350#,,,,*42812215# Canada

Members: Councillor Mark King - *Chair*, Councillor Lana Mitchell – *Vice Chair*, Councillor Melanie Chenier, Mayor Peter Chirico, Deputy Mayor Maggie Horsfield, Councillor Terry Kelly, Mayor Ethel LaValley, Councillor Justine Mallah, Councillor Chris Mayne, Mayor Dan O'Mara, Deputy Mayor Jamie Restoule, Representative Amanda Smith.

Item	Topic
1.0	1.1 Call to Order MOTION: #2023-43 THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of May 24, 2023 at ____PM. 1.2 Declaration of Conflict of Interest
2.0	Opening remarks by the Chair
3.0	Approval of Agenda for May 24, 2023 MOTION: #2023-44 THAT Board members accept the Agenda as presented.

Item	Topic
4.0	<p>Approval of Minutes (April 26, 2023)</p> <p>4.1 MOTION: #2023-45-A THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of April 26, 2023.</p> <p>4.2 MOTION: #2023-45-B THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of April 26, 2023.</p>
5.0	<p>Delegations – David Plumstead on the Board Term Strategic Plan</p> <p>B19-23 Strategic Plan, Board Term 2023-2026</p> <p>MOTION: #2023-46 That the District of Nipissing Social Services Administration Board (DNSSAB) accepts the updated strategic plan and instructs staff to implement the plan’s priorities and action items through the Board’s term 2023-2026.</p>
6.0	<p>6.1 CAO Verbal Update</p> <p>MOTION: #2023-47 THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for May 24, 2023.</p>
7.0	<p>CONSENT AGENDA – <i>there are no consent agenda items</i></p>
8.0	<p>Managers’ Reports</p>
	<p>8.1 PS04-23 Paramedic Services Transition Update - Report PS04-23 provides an update on the Paramedic Services transition and future considerations, for information.</p>
	<p>8.2 B20-23 Community Services Composition</p> <p>MOTION: #2023-48 THAT the Board accept report B20-23 and;</p> <p>THAT the membership of the Community Services Committee be changed as recommended to four representatives from outlying areas and four representatives from the City of North Bay, in alignment with DNSSAB By-Law #2.</p>
	<p>8.3 B22-23 NDHC By-law Amendments</p> <p>MOTION: #2023-49 THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the NDHC Board By-law #1 and #2 amendments by</p>

Item	Topic
	resolution; as Service Manager and Shareholder of the Nipissing District Housing Corporation (NDHC).
	<p>8.4 Approve Audited Financial Statements</p> <p>MOTION: #2023-50 THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the audited financial statements as presented and approved at the Finance and Administration Committee through Resolution #FA2023-09.</p>
	<p>8.5 HS11-23 Northern Pines Transitional Housing - Model of Care</p> <p>MOTION: #2023-51 WHEREAS DNSSAB has received significant funding from the Provincial government to build and operate transitional housing at Northern Pines; and,</p> <p>WHEREAS, there has been a significant effort over the past three years by the board, staff and community to secure clinical health services at Northern Pines, with no additional health services funding being found nor available;</p> <p>WHEREAS North Bay Regional Health Centre (NBRHC), Crisis Centre North Bay (CCNB) and DNSSAB have identified an opportunity for NBRHC to locate at Northern Pines, and enable clinical health services to be made available on-site to the chronically homeless through the existing NBRHC’s Assertive Community Treatment Team (ACTT) and mobile Rapid Access Addiction Medicine (RAAM) program at no additional cost in operating funds to the DNSSAB;</p> <p>THEREFORE BE IT RESOLVED THAT DNSSAB conduct capital renovations for the lower floor of Northern Pines Phase 1 to enable the space to be made available for the ACTT and mobile RAAM programs, pending approval of in camera resolution 2023-52-B regarding negotiations of capital costs; and,</p> <p>THAT available provincial funding from the Homelessness Prevention Program (HPP) be utilized first for capital renovations with the balance from the Affordable Housing Reserve Fund; and,</p> <p>THAT a service agreement and sublet agreement be developed with NBRHC to enable tenants at Northern Pines to access on-site health services from the ACTT and mobile RAAM Program; and,</p> <p>THAT the DNSSAB, NBRHC, and Crisis Centre commit to continuing to seek capital and additional operating funding for this health model at Northern Pines.</p>

Item	Topic
	<p>8.6 Move In Camera</p> <p>MOTION: #2023-52 THAT the Board move in-camera at _____ to discuss a matter of negotiation.</p>
	<p>8.7 Adjourn In Camera</p> <p>MOTION: #2023-53 THAT the Board adjourn in-camera at _____.</p>
	<p>8.8 Approve In Camera</p> <p>MOTION: 2023-54 THAT the Board approves the direction/action agreed to in the in-camera session.</p>
9.0	OTHER/NEW BUSINESS
10.0	<p>NEXT MEETING DATE Wednesday, June 28, 2023</p>
11.0	<p>ADJOURNMENT</p> <p>MOTION: #2023-55 THAT the Board meeting be adjourned at _____.</p>



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING –April 26, 2023

1:00 PM

Virtually via Zoom and in person in DNSSAB Boardroom

MEMBERS PRESENT:

Councillor Mark King (Chair)

Councillor Lana Mitchell (Vice Chair)

Councillor Mélanie Chenier

Mayor Peter Chirico

Deputy Mayor Maggie Horsfield

Councillor Terry Kelly

Mayor Ethel LaValley

Councillor Justine Mallah

Councillor Chris Mayne

Deputy Mayor Jamie Restoule

Representative Amanda Smith

STAFF ATTENDANCE:

Catherine Matheson, CAO

Marianne Zadra, Executive Coordinator and Communications

Melanie Shaye, Director of Corporate Services

David Plumstead – Manager Planning, Outcomes & Analytics

Justin Avery, Manager of Finance

Tracy Bethune, Director, Housing Operations

Lynn Demore-Pitre, Director, Children's Services

Michelle Glabb, Director, Social Services and Employment

Stacey Cyopeck, Director of Housing Services

Dawn Carlyle, Project Manager

Donna Mayer, Manager of Project Development

Stephen Kirk, Chief of Paramedic Services

1.1 CALL TO ORDER

Resolution No. 2023-36

Moved by Terry Kelly

Seconded by Lana Mitchell

Resolved THAT the Board of Directors accept the Roll Call as read by the Recording Secretary for the Regular Board meeting of March 22 at 1:39 PM.

CARRIED

1.2 DECLARATION OF CONFLICTS OF INTEREST

Both Lana Mitchell and Amanda Smith declared conflicts of pecuniary interest with resolution 2023-48-A as LIPI is their employer.

2.0 CHAIR'S REMARKS

In his opening remarks, the Chair shared the news about DNSSAB receiving an additional \$3M in Homelessness Prevention Program funding for 2023-24 – a total of \$9M over three years. He thanked past and current board members and administration for years of advocacy work to obtain funding necessary for homelessness programs. He recognized MPP Fedeli for his support in his advocacy for Northern Pines. The Chair also shared letter received the previous day from Municipal Affairs and Housing Minister Clark and thanked members for the delegation at ROMA (PA Holland). He noted the minister's letter indicates the Minister's interest in transforming homelessness situation in the District. The Chair noted that he, the CAO and members Mitchell and LaValley would also be attending a homelessness symposium hosted by AMO next week.

3.0 ADOPTION OF THE AGENDA FOR APRIL 26, 2023

Resolution No. 2023-37

Moved by Peter Chirico

Seconded by Mélanie Chenier

THAT the Board accepts the agenda as presented.

CARRIED

4.0 APPROVAL OF MINUTES

4.1 Resolution No. 2023-38-A

Moved by Chris Mayne
Seconded by Ethel LaValley

THAT the Board adopts the minutes of the proceedings of the Regular Board meeting of March 22, 2023.

Carried.

4.2 Resolution No. 2023-38-B

Moved by Maggie Horsefield
Seconded by Jamie Restoule

THAT the Board adopt the minutes of the proceedings of the Finance and Administration Committee meeting of March 22, 2023.

Carried.

5.0 DELEGATIONS – there were no delegations

6.0 CAO VERBAL UPDATE
Resolution No. 2023-39

Moved by Justine Mallah
Seconded by Amanda Smith

THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for April 26, 2023.

CAO Catherine Matheson acknowledged the 127% increase in HPP funding from the Province, and recognized the hard work of the previous and current board, staff, community partners and many others including the developer who supported the concept of the Northern Pines development. Pre pandemic there was no dedicated emergency shelter for singles, and no adults' transitional housing. The provincial government responded to supporting the vision for Northern Pines, a transitional housing model with an aim to have wrap around housing and health supports for the chronic homeless individuals in the district. She noted that the \$13M in Social Services Relief Funding received throughout the pandemic, with the additional \$9M over

the next three years, will enable improved supports for those experiencing homelessness at Northern Pines as DNSSAB works hard, together with health and social services partners, to enable mental health and addictions supports.

She also noted that with the Board's approval last month, a consultant will be engaged to study two priorities of the Board; Housing need and supply information to guide development of effective and timely housing across the district, and a homelessness review across the district with consideration for a wellness hub for the homeless. She indicated that while DNSSAB does not typically engage consultants, the sense of urgency on these two matter will enable DNSSAB to achieve quicker outcomes. The RFPs for consultants are to be issued next week, once feedback on the scope of the work is received from community partners and member municipalities.

CARRIED

7.0 CONSENT AGENDA - there were no consent agenda items.

8.0 Managers Reports

**8.1 HS11-23 Homelessness Prevention Program 2023-24 Investment Plan
Resolution No. 2023-40**

Moved by Mélanie Chenier

Seconded by Justine Mallah

A) Be it Resolved THAT the District of Nipissing Social Services Administration Board approves the LIPI allocation included in the 2023-24 Homelessness Prevention Program (HPP) Investment Plan of \$445,000. (Note: Lana Mitchell and Amanda Smith did not vote on this clause due to a conflict of interest.)

B) THAT the Board approves the remaining 2023-24 Investment Plan for the allocation of the Homelessness Prevention Program (HPP) funding as set out in the report HS11-23; and,

Furthermore, that the District of Nipissing Social Services Administration Board receive further recommendations from staff on the remaining allocation of funds once the consultant's report on the Homelessness Program and Feasibility Study is received later in 2023.

Director of Housing Services, Stacey Cyopeck, provided slides reflecting how DNSSAB plans to use provincial Homelessness Prevention Plan (HPP) funding of \$5,303,700 in 2023/24, as outlined in her report. Through discussion that followed, Stacey indicated that in the proposed

allocations, there is \$1.8M remaining that will be set aside until recommendations from a consultant's report on the entire district's access related to homelessness are received and until a full-service model of Northern Pines is developed. Any significant changes to the plan that may occur will be brought back to the Board.

CARRIED

**8.2 B18-23 COVID Workplace Vaccination Protocol Rescission
Resolution No. 2023-41**

Moved by Terry Kelly
Seconded by Lana Mitchell

THAT DNSSAB Resolution #2023-17 approving the COVID Workplace Vaccination Policy be rescinded; and

THAT the District of Nipissing Social Services Administration Board (DNSSAB) suspend its COVID -19 Workplace Vaccination Policy effective immediately; and

THAT the DNSSAB will continue to closely monitor the COVID-19 risk to ensure that it continues to prioritize the health and safety of employees and the public that are served.

CARRIED

8.3 B12-23 Workplace Diversity and Inclusion – an information report on the DNSSAB's commitments to workplace diversity and inclusion.

Corporate Services Director, Melanie Shaye reviewed her report. There was discussion on ensuring clients understand written documents as well as verbal communications when English is not their first language and ensuring DNSSAB is as inclusive as possible regarding LGBTQ2+. It was also noted that DNSSAB is engaging with Indigenous groups to develop an appropriate land acknowledgement.

9. NEW BUSINESS – There was no new business

10. NEXT MEETING DATE

Wednesday, May 24, 2023

**11. ADJOURNMENT
Resolution No. 2023-42**

Moved by Jamie Restoule

Seconded by Maggie Horsfield

THAT the Board meeting be adjourned at 2:33 PM.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



MINUTES OF PROCEEDINGS

**COMMUNITY SERVICES COMMITTEE MEETING
WEDNESDAY, APRIL 26, 2023
12:00 PM – VIRTUALLY VIA ZOOM AND IN DNSSAB BOARDROOM**

MEMBERS PRESENT:

Councillor Lana Mitchell (Chair)

Councillor Mélanie Chenier (Vice Chair)

Mayor Peter Chirico

Councillor Maggie Horsfield

Councillor Terry Kelly

Councillor Mark King

Councillor Justine Mallah

Councillor Chris Mayne

Mayor Ethel LaValley (not on committee)

Councillor Jamie Restoule (not on committee)

Representative Amanda Smith (not on committee)

STAFF ATTENDANCE:

Catherine Matheson, CAO

Marianne Zadra, Executive Coordinator and Communications

Melanie Shaye, Director of Corporate Services

Michelle Glabb, Director of Social Services and Employment

Lynn Demore-Pitre, Director Children's Services

Stacey Cyopeck, Director, Housing Programs

Tracy Bethune, Director, Housing Operations

Stephen Kirk, Chief of Paramedic Services

Justin Avery, Manager of Finance

David Plumstead, Manager Planning, Outcomes & Analytics

Donna Mayer, Manager of Project Development

1.1 CALL TO ORDER –The Community Services Committee was called to order at 12:01 PM by Chair Lana Mitchell. Roll call was taken.

1.2 DECLARATION OF CONFLICTS OF INTEREST – no conflicts were declared.

2.0 OPENING REMARKS

Chair Lana Mitchell welcomed all to the meeting.

3.0 Approval of the Agenda

RESOLUTION: #CS2023-12

THAT the Community Services Committee accepts the Agenda as presented.

MOVED BY: Maggie Horsfield

SECONDED BY: Melanie Chenier

Carried

4.0 DELEGATIONS

4.1 Food Security – Erin Reyce, Nipissing Parry Sound Health Unit

Erin Reyce provided data from the health unit's latest analysis of the cost of a healthy food for a family of four, and noted how this is unaffordable for people on limited income, including social assistance recipients and seniors. She added this is even more severe due to high inflation. She cited examples of a strong income policy that helps tackle food insecurity and other health consequences. There was discussion about other solutions, including community gardens, and the Province's Poverty Reduction Strategy. A letter will be sent to the Province as part of

advocacy by the health unit to increase social assistance rates.

4.2 SSE02-23 Income and Poverty in Nipissing District – Michelle Glabb, Director-Social Services and Employment.

This report was presented in October of 2022 and is the foundation for a series of future reports on poverty. It was presented again due to the high number of new board members this term. Michelle reviewed the infographic that highlighted local data compared with provincial statistics. Ontario Works (OW) income is the lowest in the province and twice as many people in Nipissing District receive transfer programs from the government compared with the Province. Most of those transfer payments are for Ontario Disability Support Program (ODSP) recipients.

The next report will be on housing.

The following resolution will also be shared with the Health unit for its advocacy.

RESOLUTION #CS2023-13

WHEREAS, adequate income is an important social determinant of health that greatly impacts food security and other determinants of health;

THEREFORE BE IT RESOLVED, THAT the DNSSAB endorse the letter from the North Bay Parry Sound District Health Unit attached as Appendix C as it aligns with Report SSE02-23 and call on the Province of Ontario to:

- **legislate targets for the reduction of food insecurity as part of the Ontario Poverty Reduction Strategy; and**
- **increase social assistance rates to reflect the costs of living, and to index Ontario Works rates to inflation going forward; and**
- **urge the province to resume investigating the feasibility of creating a guaranteed living wage (basic income) in the Province of Ontario; and**

FURTHERMORE BE IT RESOLVED, That the DNSSAB provide correspondence of this resolution to the North Bay Parry Sound District Health Unit as well as provincial and federal ministers with accountability for the social determinants of health; and

THAT the Board receives report SSE02-23 on Income and Poverty in Nipissing District (Appendix A) and infographic (Appendix B), as the first in a series of reports on income and poverty describing income distribution in Nipissing District and comparisons to social assistance income.

Carried

5.0 CONSENT AGENDA**RESOLUTION #CS2023-14**

THAT the Committee receives for information or approval Consent Agenda item 5.1 to 5.3.

MOVED BY: Terry Kelly

SECONDED BY: Justine Mallah

5.1 CS04-23 - Canada-Wide Early Learning and Child Care System Policy

THAT the District of Nipissing Social Services Administrative Board (DNSSAB) accepts and adopts Policy 5CS-ADM-13 related to the Canada-Wide Early Learning and Child Care System, attached as Appendix A and as described in briefing note CS04-23.

5.2 CS02-23 – Knowing Our Numbers (KON) Project – This report provides information on the Knowing Our Numbers (KON) Project, designed to offer local and provincial child care data, to support planning and investment decisions.

5.3 CS03-23 Children’s Services One-Time Special Purpose Funding Policies

THAT the District of Nipissing Social Services Administration Board accept and approve the updated one-time special purpose funding policies as listed below and described in briefing note CS03-23:

- 1) Policy: Transformation Funding (Appendix A)
- 2) Policy: Play-Based Materials and Equipment Funding (Appendix B)
- 3) Policy: Repairs and Maintenance Funding (Appendix C)

Carried

6.0 MANAGERS’ REPORTS

6.1 SSE03-23 Ontario Works Transitional Support Case Management Community Integration Plan – this report provides details on the Ontario Works (OW) Transitional Support Case Management (TSCM) Community Integration Plan for information purposes.

Michelle Glabb provided an update on the OW initiative to integrate TSCM workers into community. She noted OW recipients struggling with barriers has driven this initiative that has staff go to people where they live. This had been planned before the pandemic but was put on hold due to health concerns stemming from COVID 19. In response to questions, Michelle indicated some of the barriers are related to mental health and addictions, noting addictions

are at a level DNSSAB hasn't seen before. There is still no clear reason for the drop in OW rates since the pandemic.

6.2 HS09-23 Centralized Waitlist, Service Levels and COHB Update – this report provides an update on the centralized waitlist, service levels for rent-geared-to-income assistance, and COHB, for information.

Housing Services Director Stacey Cyopeck reviewed some of the most recent data as follows: As of December 31 2022, the housing waitlist is 923, a decrease of 4% from previous year. 238 people were added and 278 removed. Service Level Standards for 2022 decreased year over year and were offset by increasing rent supplements. The Canada Ontario Housing Benefit (COHB) was delivered jointly with the Ministry of Finance whereby DNSSAB assesses households for the best fit, and then the Ministry provides the benefit. Since 2020, 395 COHB applications have been submitted, and of those 114 have been approved. This is considered a successful program that will assist additional households for 2023.

7.0 OTHER BUSINESS – there was none.

8.0 NEXT MEETING DATE

Wednesday, June 28, 2023

9.0 ADJOURNMENT

RESOLUTION: #CS2023-15

MOVED BY: Justine Mallah

SECONDED BY: Maggie Horsfield

Resolved THAT the Community Services Committee meeting be adjourned at 2:22 PM.

Carried.

LANA MITCHELL
CHAIR OF THE COMMITTEE

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

BRIEFING NOTE B19-23

For Information or For Approval

Date: May 24, 2023

Purpose: Strategic Plan, Board Term 2023-2026

Dept. Approval: David Plumstead; Manager of Planning, Outcomes & Analytics

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

That the District of Nipissing Social Services Administration Board (DNSSAB) accepts the updated strategic plan and instructs staff to implement the plan's priorities and action items through the Board's term 2023-2026.

BACKGROUND

The attached strategic plan is presented for Board approval. The plan provides a roadmap of priorities and action to follow for the 2023-2026 term while working towards achieving the longer-term goals and vision.

The strategic plan updates the former plan, adopted and approved by the previous Board in January 2022. The former plan led to the confirmation of the corporate vision, mission, and values, and four 20-year goals. Three of the goals face outwards to clients and the community while the other faces inwards to organizational growth and development. The goals are fixed over the long-term and will help successive Boards and staff stay focused on the 'big-picture' outcomes and results that matter over the long run.

The Board's priorities for the remainder of the term were also established along with relevant action items, outcomes, and areas of performance measurement. The priorities are reviewed and subject to change every four years, in concert with the municipal election cycle and the new, incoming Board. The updated plan reflects the new Board's priorities for the 2023-2026 term, set within the existing planning framework.

CURRENT STATUS/STEPS TAKEN TO DATE

The strategic plan has been updated to include the priorities for the current Board for the 2023-2026 term. The priorities are based on input received from Board members during the orientation session focus group, Board survey, and interviews with Board members. The results of the initial orientation focus group discussion were summarized and cross-referenced with the strategic plan for alignment and fit. The discussion notes were organized and tabulated into three categories of *priorities*, *guiding principles*, and a *parking lot*, and presented in a background paper for Board members to review prior to completing a survey.¹

To complete the strategic planning update process, staff also administered a Board survey on priorities and the CAO conducted interviews with respective Board members. The input and results from the survey and interviews were also summarized and rolled-up by the above themes, and combined with the orientation session notes for incorporating in to the updated strategic plan.

Many of the Board's priorities align with the priorities and action items in the former plan, which are carried through in the updated plan. Some of the former priorities and actions have been changed slightly for sharper alignment with the Board's input. Additionally, the updated plan includes new action items that include *stabilizing Northern Pines, conducting a feasibility study for a Homelessness Hub improving service access for homelessness and housing across the District; communication determining client/ resident/ tenant needs; organizing training for Board members; training and education for organizations in the service network; implementing OW employment transformation and subsequently an organizational review; and communication.*

The updated plan now also includes a set of guiding principles that captures the Board's input outside of the priorities and action items. These principles will provide a sounding

¹ These themes emerged during the content analysis as not all the discussion points fit as a 'priority'. The parking lot captures Board input that is important and adds value to the conversation but does not necessarily fit as a priority or other element in the strategic plan. While the priorities and guiding principles have been incorporated in to the updated plan, the parking lot can be referenced by staff for context and consideration during plan implementation as necessary.

board for staff and Board members to ensure that the principles are considered in future decision-making and projects.

NEXT STEPS

The senior management team will continue implementing the strategic plan with support from staff and project teams, and the priorities and action items will be carried out at the department and operational level. Strategic plan results will be captured in performance dashboards and progress reports to the Board.

RESOURCES REQUIRED

The resources required to implement the strategic plan vary depending on the priorities and action items being carried out at the time. The priorities and action items/projects will be included in the annual planning and budgeting process and approved by the Board during the budget process.

RISK IDENTIFICATION AND MITIGATION

In the context of strategic planning, strategic risk is more passive and relates to factors that can affect the development and/ or implementation of corporate strategy, or the impact of the chosen strategies and priorities on areas such as operations and clients. A firm commitment to plan implementation and monitoring progress and outcomes helps to mitigate risk factors that are controllable.

2022-2042 Strategic Plan



INTRODUCTION

The District of Nipissing Social Services Administration Board (DNSSAB) is the service delivery agency for essential human services to the residents of the Nipissing District. These include Ontario Works, Housing Services, Children's Services, and Paramedic Services. The jurisdiction of the DNSSAB covers a population of about 85,000 people, spread out over 17,000 square kilometers, 11 municipalities, two First Nations, and two unorganized areas – Nipissing North and Nipissing South. The Board is made up of 11 Municipal councillors and 1 elected representative for the townships without municipal organization. The Board members exercise powers, duties and responsibilities relating to the delivery of human services, while respecting the DSSAB Act and the Board's Procedural By-Laws and governance model. Shared responsibilities with the Province and Municipalities are combined within the DNSSAB.

The strategic planning process is critical to establish and reaffirm the organizational vision, mission, goals, values, and priorities going forward. The 2022-2042 Strategic Plan sets a long-term horizon for achieving the corporate goals while the Board priorities are revisited every four years in step with the municipal election cycle and the Board's governance term. The plan has been updated to reflect the new Board's strategic priorities for the current term, 2023-2026.

PLAN DEVELOPMENT PROCESS

The original strategic plan was developed during the height of the pandemic and adopted by the Board in January 2022. The plan helped to ground the Board and staff through the remaining stages of the pandemic while providing a new focus on the impact goals well in to the future. The plan is largely internally driven and the development process led to the confirmation of the corporate vision, mission and values, and four over-arching 'stretch' goals. Three of the goals face outwards to clients and the community while the other faces inwards to organizational growth and development. The goals will help successive Boards stay focused on the 'big-picture' outcomes and results that matter over the long run. The Board's priorities for the remainder of the term were also established along with relevant action items, outcomes, and areas of performance measurement.

Following the 2022 municipal elections, the new Board started its four-year term in January 2023 and has established its priorities for the next four years. The priorities were developed through a Board orientation focus group, survey, and interviews, and are set within the existing planning framework. While some of the priorities and action items are similar to the previous Board and align with the previous strategic plan, others are new and have been added to the updated plan.

PLANNING FRAMEWORK AND IMPLEMENTATION

The corporate strategic plan occupies a central role in the organization's planning framework and integrates the Board's vision and goals with other strategic service plans, priorities/ strategies, and the annual budget plan:



As the department operating plans and projects are developed, they are aligned and updated with the corporate plan to work towards achieving the common priorities and goals. This will also ensure there is a strong connection between the functional, service-level strategies, work plans and operational resources, and the corporate vision and longer-term goals.

The senior management team continues to implement the strategic plan with support from staff and department operating units. Implementation activities and details are developed and carried out at the functional, operations level where there is a greater emphasis on tactical details and managing projects and activities, and allocating resources. Additionally, as mentioned above, alignment with department-level service plans and projects will further advance the plan in working towards achieving a common purpose. In terms of achieving the priorities and goals, the plan’s progress is measured through various indicators and outcomes, and incorporated into the Business Intelligence system and linked to the performance management system.

THE OPERATING ENVIRONMENT

Along with the rest of the world, the DNSSAB’s operating environment was significantly impacted and altered by the global pandemic which affected operations, clients, and community residents in some way. The pandemic also influenced the strategic plan which was developed over the same period. Responding to the pandemic has demonstrated how flexible and adaptive the DNSSAB is in reacting to sudden change and crisis situations, while maintaining core services and operations. The pandemic also amplified the importance of the work the organization does, along with its community partners and other service providers. However, the pandemic also exposed further vulnerabilities of clients and those who are marginalized and/or working in lower-paying jobs. In many cases, the needs of these vulnerable populations went unmet as some community programs and services were forced to close and became unavailable during the pandemic.

As the DNSSAB and communities start to emerge on the other side of the pandemic, the aftermath will continue to have an impact on the Board’s operating and service environment. For example, reports and studies point to evidence of the pandemic’s lingering affects in areas such as public safety; health; social connection; income; labour markets; employment; and housing. Additionally, the following challenges and opportunities in DNSSAB’s operating environment that were previously identified remain relevant at this juncture of updating the plan:

Challenges:

- Recognizing the long-term economic and fiscal realities of the pandemic and the impact this will have on the DNSSAB and local communities.
- Continuing supply chain issues and rising prices, making things even more unaffordable for low-income families and households.
- A persistent job gap where jobs are going unfilled but people are also out of work.
- Changing demographics and the increasing complexity and needs of clients could put further pressure on service levels and delivery.
- Service gaps and a lack of certain community supports negatively affect business operations and client outcomes. Examples include insufficient health supports (e.g. doctors) for clients with mental health issues, social housing units that are unattached to services and supports, and Landlord and Tenant Board backlogs.
- Service and program impacts such as the ageing social housing stock, expiring operating agreements (social housing providers), and childcare centres operating below capacity will increase the waiting lists for these services.
- Potentially negative outcomes and unintended consequences resulting from the provincial transformation of Ontario Works and Employment Ontario.

Opportunities

- Respond to government funding applications and infrastructure investment quickly by having housing development projects in advanced planning stages and shovel-ready.
- Increase public communications to keep residents informed of DNSSAB activities, projects, etc., and advocacy on behalf of the district's vulnerable population.
- Investigate service system navigation for homelessness, mental health, and addictions in more depth to ensure that clients are accessing the services and supports that are available, and by the appropriate service provider.
- Employ new technology and software to update old systems and databases and improve business functions, communications, and service delivery (see point below, also).
- Improve service delivery through methods such as new technology (e.g. providing clients with virtual service options), meeting clients 'where they are at', community outreach, new programming, and alternatives to Paramedic Services transportation for non-urgent patient transfers.
- Formalize service collaboration with community partners in certain sectors to improve client and community outcomes; seek out new partnerships to leverage resources for a specific purpose (e.g. to access funding) or in new sectors to provide alternative or different programming.
- Transition to a hybrid-working model that combines working in the office and remotely.
- Further develop staff through team-building activities; role-transition support; and targeted training and familiarization in specific program areas.

In addition to the above challenges and opportunities in the operating environment, change and transition in two program areas could impact corporate strategy and the Board's direction during the term: social assistance transformation and the direct delivery of land ambulance, which are described below.

Social Assistance Transformation

The provincial government is currently undertaking social assistance reform to improve employment outcomes and accountability. The transformation will include the government taking on more program administration and centralizing service system management for employment, by geographic regions. Additionally, OW and ODSP employment programs will be combined into Employment Ontario. The transformation has started in other regions of Ontario and is expected to have a fundamental impact on the DNSSAB and OW operations starting in 2024.

Nipissing Paramedic Services Direct Delivery

During the 2019 -2022 term, the Board made the decision to switch from contracted land ambulance services to direct delivery and oversight to become more adaptive and responsive to community needs and improve service levels. The transition was completed in 2022 and involved transferring 100+ paramedics into the organization along with the ambulance operations and administrative functions. The transition to direct delivery was a major undertaking and the business impact and effects will be felt over the next couple of years as ambulance operations assimilate and adapt.

VISION & MISSION

VISION

Healthy, Sustainable Communities.

Healthy, sustainable communities where residents have social, economic and environmental conditions and opportunities that enable them to develop to their maximum potential. Residents access the resources they need to maintain or increase their physical, emotional and social well-being and engage fully in life.

MISSION

Support accessible human services in Nipissing District.

The mission reflects the Board's ultimate purpose and reason for being and provides a pathway for achieving the vision.

VALUES

The Board's values represent the core beliefs and principles of Board members and staff. These guide their behavior and decisions and are front and centre in the daily activities and interactions with clients and other stakeholders.



Putting People First

We base our relationships on a foundation of respect, dignity, and fairness. We celebrate diversity, embrace inclusion, and recognize the strengths of others.



Pro-Active

We assume an active role, anticipate future needs, and focus on prevention.



Collaboration

We are committed to working co-operatively to maximize engagement and achieve common goals.



Empowerment

Each of us has the power to influence and make decisions that will positively affect outcomes.



Innovation

We are committed to encouraging confidence, inspiring original ideas, innovative services, and creative solutions.



Inclusion & Diversity

We are committed to providing services and a workplace that is inclusive and diverse.

GUIDING PRINCIPLES

The following guiding principles guide the Board and staff in their decision-making and activities. The principles provide a sounding board and test to ensure that policy development, service and program delivery, and projects take the principles in to consideration:

- ❖ Adopt an anti-oppressive lens and trauma informed care
- ❖ Build and maintain public trust through community engagement and representing the public interest
- ❖ Emphasize prevention and take an upstream approach where possible
- ❖ Empower staff for creating solutions
- ❖ Follow evidence-based practice and decision making
- ❖ Focus on what we can control and influence
- ❖ Measure progress and results to show tangible improvements and goal achievement

20-YEAR GOALS

The Board's goals represent the desired outcomes and core areas of focus to fulfill the vision. The goals transcend multiple Board terms with a timeless focus over the next 20 years and are resilient to changes or shocks to the political, social, and economic systems and operating environments.

Maximize Human Service Impact

Clients and residents have the highest possible quality of life and well-being.



Remove Systemic Barriers

Systemic social issues, disparities, and inequalities are addressed and eliminated.



Seamless Access

Clients and residents have direct access to programs, services, or other resources when and where they are needed.



Continuous Improvement and Adaptation - Learning & Growth

The Board's services are strong and maximize investment.

Maximize Human Service Impact

The Board will leverage its leadership and bring together internal and external stakeholders, in an effort to realize common goals and maximize collective resources for the betterment of people in Nipissing District.

Remove Systemic Barriers

Through a focus on the vulnerable population, the Board will advocate for affordable housing, and support the removal of persisting social barriers such as access to quality child care programs, homelessness, poor mental health, addictions, and poverty, which threaten an individual's well-being and community participation. The related disparities

and inequalities in income, education, socioeconomic status, and health are examples of barriers to individual well-being and healthy communities.

Seamless Access

Enhance service planning, delivery, and access so clients and residents can access programs and services when and where they need them.

Continuous Improvement and Adaptation – Learning and Growth

Taking a continuous improvement approach will lead to processes and operating methods that are efficient and effective, with high-quality service delivery. The complementary focus on internal learning, growth, and adaptability enhances employee and technology capabilities and strengths.

PRIORITIES (2023-2026)

The strategic priorities establish a clear avenue to enable the organization in meeting its goals. While the goals remain fixed over the long-run, the priorities are subject to change with each Board term on a four-year cycle. The priorities below have been set by the current Board for the 2023-2026 term and are a mix of previous priorities being carried over, and new priorities.

The respective priorities also include a set of action items for priority execution. In some cases, the action items are common across the organization and each department will have various sub-actions specific to their program. In other cases, the actions are more department-specific. The intended outcomes for the respective priorities and action items are also presented along with the general areas of performance measurement and an example of qualitative and quantitative indicators.

The strategic plan is implemented by staff with Board updates on progress and results. As a living document, the plan's priorities and action items can change based on changes in the operating and service environment or other influencing factors.

GOAL: Remove Systemic Barriers

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

Action	Outcome	Area of Performance/ Indicator
Stabilize Northern Pines and related homelessness services and coordination.	Northern Pines is financially and operationally sustainable.	<ul style="list-style-type: none"> • Funding. • Collaboration. • Health engagement.
Explore joint planning initiatives, municipal-owned land, and other opportunities for the construction of affordable housing across the district, with emphasis on rural and outlying areas.	Increased supply of affordable housing.	<ul style="list-style-type: none"> • Municipal land conversion rate. • Increased # affordable housing units by area.
Explore opportunities to utilize available land through the Nipissing District Housing Corporation to create additional affordable and subsidized housing.	NDHC land assets are maximized to increase the housing supply.	<ul style="list-style-type: none"> • Land utilization ratio. • Service level standards.
Investigate ways to get some of NDHC's social housing units attached to housing and clinical mental health supports, or designated as supported living.	Social housing tenants receive the supports they require to maintain stability and move towards self-sufficiency.	<ul style="list-style-type: none"> • Mental health-related incidents/ calls. • Eviction rate.
Identify housing development projects and prepare business cases in advance to respond quickly to funding opportunities, applications, and provincial infrastructure investments.	The affordable and subsidized housing supply is increased to meet the demand.	<ul style="list-style-type: none"> • Centralized housing waiting list demand. • Application response and success rates.
Implement a Coordinated Access system for homelessness and ancillary services.	To prevent and end homelessness through a streamlined and standardized housing intake and assessment process. Homeless serving agencies are coordinating access and sharing case information and data.	<ul style="list-style-type: none"> • Percentage of clients housed. • Percentage of clients who remain consecutively housed (e.g. 6+ months). • Number of re-housing occurrences.
Ensure the By-Name List of homeless individuals is tied to a group of community service providers who will find coordinated solutions to rapidly rehouse and provide wrap-around supports to individuals identified.	Homeless individuals are rapidly housed and supported.	<ul style="list-style-type: none"> • By-name list exits. • Average time an individual is deemed homeless; time-to-housing. • Shelter overflow rate.

GOAL: Continuous Improvement and Adaptation – Learning and Growth

Priority: Strengthen Communications, Understanding and Public Relations.

Engage and inform stakeholders to improve communications, inform public policy, build education and awareness, and strengthen the corporate reputation and image.

Action	Outcome	Area of Performance/ Indicator
Develop DNSSAB indigenous land acknowledgment statement.	Acknowledgment and recognition of indigenous traditional territory, heritage, and culture.	<ul style="list-style-type: none"> • Statement is adopted and in use across the organization.
Communicate to the public and other stakeholders, the Board’s services.	Public communications and reports on Board service.	<ul style="list-style-type: none"> • Communication strategy • KPIs and other measures from across the organization.
Increase public communications and relations focusing on what the DNSSAB does (include anti-stigma messaging).	Increased public education and awareness around DNSSAB services.	<ul style="list-style-type: none"> • Media coverage; reach. • Sentiment analysis. • Website traffic.
Implement strategies to engage early years and child care professionals by creating an online community of practice (i.e., forum, networking, etc.).	Early years and child care professionals are connected and further able to collaborate.	<ul style="list-style-type: none"> • Engagement rate and levels of early years and child care professionals.
Run a communications campaign to position Nipissing Paramedic Services and paramedics as an integral part of the community.	Increased public education and awareness around Nipissing paramedic services.	<ul style="list-style-type: none"> • Media coverage; reach. • Brand awareness. • Social media indicators. • Website traffic.

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

Action	Outcome	Area of Performance/ Indicator
Develop a recruitment, retention, and succession strategy to alleviate unfilled vacancies, increased workloads, and capacity issues.	DNSSAB recruits and retains skilled staff with pathways for succession.	<ul style="list-style-type: none"> • Staff turnover rate; retention rate. • Length of service. • Average length of time to fill positions.
Seek opportunities for staff to participate in career and skill development to further enhance opportunities for the internal filling and succession of positions (see also, Encourage Career Development and Growth).	The organization promotes skill development and growth for career development.	<ul style="list-style-type: none"> • Certifications and accreditations. • Skill development hours /rate. • Internal/ external hiring ratio.
Ensure that work processes are well documented and accessible to assist with succession planning.	Minimize the loss of knowledge through staff turnover.	<ul style="list-style-type: none"> • Inventory of workload processes.
Attract, retain and increase the number of Registered Early Childhood Educators and professionals working in the child care sector.	The number of Registered Early Childhood Educators is meeting child care demand.	<ul style="list-style-type: none"> • ECE turnover rate; retention rate. • Increased operating capacity within licensed child care services.
Investigate the pros and cons of employing NDHC housing maintenance contractors directly versus the current practice of hiring them externally.	NDHC housing maintenance and repair is carried out most effectively and at the best value.	<ul style="list-style-type: none"> • Costs and benefits of outsourcing vs. insourcing contractors.
Measure DNSSAB's workplace environment and culture to evaluate the current level.	Create a baseline for measuring progress on achieving this priority.	<ul style="list-style-type: none"> • Mix of quantitative & qualitative data. • InfoHR key indicators. • Staff experience feedback.

Priority: Encourage Organizational Development and Growth.

Implement development and training activities to promote continuous learning and skills development in concert with business needs, for growth and improved performance.

Action	Outcome	Area of Performance/ Indicator
Organize training for Board members in areas such as governance, communications, roles & responsibilities, risk management, and general Board development.	Board members have the tools and capacity to provide effective leadership and governance for the organization.	<ul style="list-style-type: none"> • Number of training sessions
Conduct service network training and education: organize joint training and education sessions for relevant service organizations in the service network.	Organizations in the service network receive the same training and education at the same time.	<ul style="list-style-type: none"> • Number of joint training/education sessions held. • Participation rate. • Training resources leverage.
Investigate developing a type of cross-department familiarization program where participating staff become familiar with other job roles and skill sets, in other departments.	Workforce development, increase in organizational awareness, reduced work silos.	<ul style="list-style-type: none"> • Operating expenditures that are out-sourced.
Increase team-building activities within and across departments.	Improve corporate culture, communications, cooperation, and collaboration.	<ul style="list-style-type: none"> • Compare to baseline business metrics after implementation. • Staff feedback (surveys, focus groups).
Ensure that staff have sufficient time allotted to attend training and professional development events and activities.	Continuous learning, career development, and growth.	<ul style="list-style-type: none"> • Training hours. • Training participation rates.

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

Action	Outcome	Area of Performance/ Indicator
Achieve an organization-wide commitment to technology that includes developing a technology inventory and identifying and prioritizing new technology and/or legacy system upgrades and modernization.	Increased business process efficiency, program metrics, staff productivity, and client experience.	<ul style="list-style-type: none"> • Budget/ resource amount allocated to technology. • Return on technology. • Digital /technology adoption rate.
Prioritize and implement the following new software and databases and/or upgrade legacy systems: <ul style="list-style-type: none"> • Tenant Management System • Housing Registry Waitlist System • Social Housing Management System • E-Scribe Agenda Management System 	Improved data accessibility, reliability, consistency, security, BI integration, decision support, and reporting.	<ul style="list-style-type: none"> • Time to market (from concept to launch). • Uptime. • Help Desk requests (pre and post).
Investigate implementing new technologies to improve client and resident experience: <ul style="list-style-type: none"> • Provide clients with virtual service options such as live chat functions and virtual connections to health care and other service providers. • Develop a client portal for online applications and document submission, etc. • Provide public computers/ information kiosks at select locations for clients and the general public. 	Improve client and resident experiences; enhance service delivery and seamless access to services.	<ul style="list-style-type: none"> • Client satisfaction rate. • Service channel utilization. • User engagement levels. • Number of unique clients, visitors.
Fully utilize SharePoint or investigate a new document management system.	Documents, information, and data are located in a secure, central location for ease of reference, retrieval, and merging files.	<ul style="list-style-type: none"> • SharePoint site stats (usage, uploads, downloads, adoption, etc.) • Staff satisfaction.
Secure and protect computer systems and networks from cyber attacks that could result in the breach of information and data.	Corporate and client information and data are secure.	<ul style="list-style-type: none"> • Number of cyber attacks received and prevented.
Explore opportunities to generate savings through NDHC deep energy retrofits.	A reduction in the total cost of building ownership.	<ul style="list-style-type: none"> • Building performance. • Energy use minimization.

GOAL: Maximize Human Service Impact

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

Action	Outcome	Area of Performance /Indicators
Formalize the sharing of information, service coordination and collaboration, and direct client referrals with select service providers.	Improved client outcomes through interagency collaboration to address service system gaps/ duplication.	<ul style="list-style-type: none"> • Increased coordination, collaboration, and service sharing to achieve a common goal. • The service gaps and duplications that have been eliminated.
Re-establish and enhance current relationships and/or build new ones to realize common goals and leverage resources and projects for specific priorities or joint planning and service delivery initiatives.	Increased community resources for a common purpose.	<ul style="list-style-type: none"> • Partnership Relationship Strength Index. • Resource/ project leverage ratio.
Examine ways to increase cross-team and department collaboration to encourage multi-functional teams and reduce internal silos.	Internal silos are reduced, and departments and staff share knowledge, resources, and a common purpose and goals.	<ul style="list-style-type: none"> • Inter-agency collaboration survey. • Network analysis indicators.
Seek opportunities to integrate Nipissing Paramedic Services with other DNSSAB departments and community home care and supports.	Client and resident needs are identified and addressed through paramedic connection with vulnerable populations and evolving community needs.	<ul style="list-style-type: none"> • Number of calls resulting in referrals to DNSSAB and community services and programs.

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

Action	Outcome	Area of Performance/ Indicator
Stronger OW program alignment with life skills and literacy initiatives; ensure maximum client participation and community integration where possible.	Life stabilization clients without basic skills and education can find employment and financial independence.	<ul style="list-style-type: none"> • Caseload exits. • Recidivism rates; reasons for return. • Job retention rate.
Implement Ontario Works Social Assistance Transformation Beginning in 2024.	<p>Improved client outcomes.</p> <p>Conduct an organization review relative to the transformation.</p>	<ul style="list-style-type: none"> • Recidivism • Demographic Caseload • Optimize Resources • Workforce Alignment

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

Action	Outcome	Area of Performance/ Indicator
Assess financial supports available to service providers to ensure affordable and sustainable licensed child care options are available to families across the district.	Quality early learning and child care is affordable for all families.	<ul style="list-style-type: none"> • Child care affordability measures (e.g. percentage/ share of family income or wage spent on child care).
Implement a strategy to support rural and underserved communities throughout the district (i.e. EarlyON Mobile Unit, home child care, etc.).	Families living in rural and under-served communities have access to quality early learning and child care.	<ul style="list-style-type: none"> • Increased rural child care participation rate. • Increased population share of children ages 0-12. • Increased access to licensed childcare in underserved areas.

GOAL: Seamless Access

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

Action	Outcome	Area of Performance/ Indicator
Undertake a feasibility study to establish a Homelessness Hub that is open during the day, seven days a week, 365 days/yr.	Determine whether the project is operationally and financially viable and would be successful.	<ul style="list-style-type: none"> • Decision on Hub • Utilization rate • Number of hub visitors rostered into Coordinated Access and the By Name List.
Determine client/resident/ tenant needs through input and feedback from these groups to inform planning and service delivery /access.	The DNSSAB's clients, residents and tenants can access all programs and services to meet their needs.	<ul style="list-style-type: none"> • Service usage. • Service / program satisfaction score. • Gap analysis.
Identify and explore opportunities for co-location of services as part of establishing wrap-around services for clients.	Clients are receiving all the services and supports they require through a central access point.	<ul style="list-style-type: none"> • Wraparound model assessment/ program evaluation. • Recidivism rates.
Investigate opportunities to provide outreach services to clients and meet them in their own space/ 'where they are at'; increase opportunity for in-person service access.	Increase contact with clients in their environment and improve the continuum of service delivery and care.	<ul style="list-style-type: none"> • Outreach penetration rate. • Outreach outcome rate.
Identify and remove any gaps in service delivery, including the reliance on technology which may present a barrier to accessing services.	Individuals and families have equitable access to DNSSAB's programs, supports, and services across Nipissing District.	<ul style="list-style-type: none"> • Client satisfaction surveys for services offered.

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

Action	Outcome	Area of Performance/ Indicator
Streamline processes to reduce both internal and external administrative burden by automating reporting requirements, increasing efficiency, and maintaining conformance and accountabilities (i.e. database: reporting requirements, funding applications, funding allocations, etc.).	Reporting requirements are streamlined, efficient, and can be easily accessed and completed.	<ul style="list-style-type: none"> • Process improvement metrics (efficiency, effectiveness, etc.).
Improve data-driven approach and analytics consistency across all departments, to enhance service system planning, program delivery, and improve outcome measurements.	Advanced data collection and analysis in all departments that supports evidence-based decision-making.	<ul style="list-style-type: none"> • Data consumption/ utilization (data sets, dashboards, etc.). • Decision-makers/ end-user satisfaction with the data and analysis.
Prioritize the policy agenda, and advocate with governments and other bodies to promote and increase awareness of the local, northern and provincial needs concerning housing and homelessness, employment and social assistance, early years and child care, and emergency medical services.	Represent resident's interests, influence policy development, and ensure program sustainability and success.	<ul style="list-style-type: none"> • Additional funding secured. • Number of advocacy activities. • Successful policy/ program change (legislation, bills passed, etc.).
Establish program sustainability for the Nipissing Community Paramedicine (CP) program across the District.	Nipissing residents and communities receive permanent community paramedicine services and care.	<ul style="list-style-type: none"> • CP program costs; return. • Number of CP calls; 911 deferrals; home visits; referrals to service providers.

BOARD REPORT PS04-23

For Information or For Approval

Date: May 24, 2023

Purpose: Paramedic Services Transition Update

Dept. Approval: Stephen Kirk, Chief of Paramedic 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 PS04-23 provides an update on the Paramedic Services transition and future considerations, for information.

BACKGROUND

In April of 2021, through Resolution 2021-42-A, the DNSSAB heard a recommendation for Paramedic Service Review and determined there was benefit in evaluating a business case for the proposal of a Direct Delivery model within the District.

In November of 2021, through Resolution 2021-91-B, the board adopted the business plan. The recommendation proposed indicated an opportunity for a more nimble approach to service delivery in the District, service enhancement opportunities, accountability, strategic and operational flexibility, improved professional standards and quality assurance, and possible budgetary savings. This was carried with full support of the Board with a transition date scheduled on or before January 1, 2023.

The DNSSAB employed the Paramedic Services senior management team on July 9, 2022, through an assumption and recruitment processes. The unionized members voted for

OPSEU as the successor Union and the DNSSAB was advised of this on September 15, 2022. On December 1, 2022 all Paramedics employed in the District of Nipissing were transferred to the DNSSAB.

CURRENT STATUS/STEPS TAKEN TO DATE

The transition was well received overall. The collaborative efforts of the previous contractors – North Bay Regional Health Centre (NBRHC), Mattawa General Hospital (MGH) and the Municipality of Temagami and the ongoing support from Corporate Services supported this transition. Work continues with the contractors to establish individualized transition agreements to cover supportive needs, post transition.

The workload to establish new contracted services and procurement opportunities has been defined and fulfilled. Due to changes in the economic landscape, there are some increasing budgetary pressures that are not driven by the transition.

Collective Bargaining

The current collective agreement expired on December 30, 2022, and the Union served notice to bargain. Legal counsel has been secured through Hicks Morley to assist with bargaining. The first collective bargaining meeting with OPSEU was held April 27, 2023.

Ministry Licensing

The DNSSAB Paramedic Services was licensed on June 23, 2022. Following the licensing of the new service, the organization was subject to a mandatory 6-month service review to ensure that the requirements have been met as outlined by the Ministry of Health (MOH). The MOH conducted a virtual review through a requirement of submissions to support policies and processes. The submission was reviewed with senior management and the Ministry of Health (MOH) on March 29, 2023, with a final report due within 60 days.

Mental Health Support

Corporate Services, along with the Paramedic Services senior management, continue to navigate opportunities for enhancements to mental health support services. Given the high incidence of workplace stress injury in Emergency Services, this remains a priority.

Addressing Non-Urgent Patient Transport pressures

A presentation to the Board was delivered in March of 2022 regarding the pressures of Non-Urgent Patient Transport (NUPT) as a result of regionalized health care which were limiting resources for urgent and emergent patients through resource degradation. Paramedic Services engaged stakeholders – local hospitals, Home and Community Care, Long-term Care and the Northeast Ontario Health Team (OHT). In September of 2022 the partners were advised that Paramedic Services would be implementing a revision to their Deployment Plan which would be reviewed and approved by the MOH Northeast Field Office. One component of this revision was to ensure that resources were more readily available for the increasing urgent and emergent call volume and that would limit resource availability for the non-urgent patient transports. This was further supported by the practice of using non-urgent patient transport services in most other regions across the province. The Ontario Health Team was supportive of this and agreed to facilitate the region's approach to NUPT. Paramedic Services worked collaboratively with the partners to ensure seamless transition to address the NUPT through internal and contracted services. The implementation of the revised deployment plan was delayed at the request of the MOH Northeast Field Office until they were satisfied the partners were able to support their NUPT model.

The model led by NBRHC had a soft launch towards the end of January 2023 with full deployment plan implementation approved by MOH Northeast Field Office effective March 1, 2023. NBRHC reported that during the period of January 23, 2023, to April 27, 2023 approximately 545 NUPT had been facilitated under the new NUPT model. Senior Management continues to support and work collaboratively with its community partners to navigate more effective opportunities for NUPT.

Increased Advanced Care Paramedic capacity within the district

In May 2023, Advanced Care Paramedic (ACP) was introduced to the West Nipissing base. This is the first step in providing consistent patient care opportunity across the district. Additional ACP resources will be introduced across the district through a combination of attrition and potential service delivery enhancements.

Enhanced Community Paramedic Services provisions

DNSSAB Paramedic Services currently runs Community Paramedic programs through four funding streams, with 100% funding by the provincial government. Since transition, Paramedic Services has been successful in the application for funding for two additional Paramedics and the purchase of supporting capital assets through the Ontario Health

program to support Alternate Level of Care (ALC) patients. Through research and exploring community needs, this program will focus on outreach wound care and monitoring of post-operative discharged patients. Other opportunities to support the needs of diabetic patients in the community are being considered. The introduction of Point of Care Testing was made possible following transition as there were barriers with previous contracted agencies that prevented this valuable and well-received opportunity to service the community. Furthermore, existing Community Paramedic programs have supported social housing locations and are currently working to coordinate clinics on a regular basis within Northern Pines. Post transition and through integrated networking, the Community Paramedic program has had the opportunity for exposure to new geriatric programs, social services support and addressing the needs of vulnerable populations. Community Paramedic Services are offered primarily through referral basis to all communities within the Nipissing District.

Senior Management continues to work with the Ontario Association of Paramedic Chiefs to lobby the province for sustainability of their Community Paramedic programs.

Re-Branding

As part of the transition along with Paramedic Services moving towards modernization, a re-branding opportunity was initiated. To remain fiscally responsible, the branding of vehicles will be facilitated through attrition and will incorporate enhanced safety features to improve visibility of emergency vehicles. Paramedic Services has incorporated bilingual language and Nipissing District identifiers into the new branding. To date, three ambulance vehicles have been re-branded and updated signage on buildings has been initiated. Current work is being completed on the service identified flag. Communication to local media agents has been distributed to ensure correct reference is made to Paramedic Services in their forums.

Systemic Improvements

Paramedic Service has adopted new scheduling software to improve efficiency and integrate with current DNSSAB financial/payroll software.

Enhanced vehicle tracking system has been upgraded through the RFP process to provide vital data to assist with preventative maintenance opportunities, monitor location and tracking capabilities, and support ambulance dispatch resources.

Asset management software is currently being developed, requiring Service specific input. Once complete this will improve efficiency in vehicle maintenance coordination, inventory control and legislative compliance.

In October 2022, Paramedic Services completed a fulsome review of provincially mandated reporting of Response Time Standards (RTS). The previous targets had not been re-assessed since 1996 with no evolution. The results of the evaluation were submitted to the MOH for the 2023 fiscal year and shall prove to be more representative of the service deployment and geographical barriers within the district that impact response times.

FUTURE CONSIDERATIONS

Emergency First Response Teams

There are currently four Emergency First Response Teams (EFRT) in the District of Nipissing. These programs are currently supported 100% through DNSSAB funding. As a result of delays in training due to COVID, the Paramedic Service has taken the lead on the training of approximately 40 volunteers within these four programs. Current EFRT's service Thorne, Phelps, East Ferris and Field. DNSSAB will undertake a review of this model.

Staffing profile

The District of Nipissing has had minimal change to its staffing profile in recent years despite the increasing call volume of urgent and emergent calls. Currently the District of Nipissing is the only District, County, or region in Ontario that has bases staffed with eight hours on-site and 16 hours on-call. Consideration should be given for the bases located in Temagami, South Algonquin and Mattawa to increase on-site coverage.

Vehicle support

A review of the ambulance fleet should be undertaken to ensure efficiency and effectiveness of the system. Future consideration would include increasing ambulance fleet size by two ambulances, to 18 Ambulance Units, three Emergency Response Vehicles and five Community Paramedic Vehicles to meet the operational minimum requirements. This could be achieved through a gradual increase in purchasing combined with the extension of vehicle service life.

Base Improvements

Currently the bases located in South Algonquin and Mattawa should be considered for enhancements to support recruitment and retention. While these bases are typically staffed with employees from out of the community, the reality is that these bases need enhanced accommodation. Such an opportunity has been provided in Temagami through recognition of the similar workforce and limited resources to recruit local employees. This holds true for the communities of South Algonquin and Mattawa.

RISK IDENTIFICATION AND MITIGATION

As a result of the transition and the implementation of initiatives, Paramedic Services has already reduced some systemic risk. Direct delivery has improved overall system oversight and streamlined and standardized processes. The existing risk is found in the ability to maintain response time standards with the higher-than-normal ratio of on-site to on-call personnel in relation to the remainder of the province. There will be ongoing assessment to address financial pressures due to system approaches to the areas of vehicle maintenance and equipment management - specifically patient linen - to explore options for loss prevention.

CONCLUSION

While much work has been accomplished through the support of many facets of the DNSSAB organization and through the ongoing support of the Board, there remains much work to be done. In the short period since transition, there has been a substantial improvement in collaboration and integration into community services. The removal of systemic barriers is evident in the evolving supportive programs across the district. With the support and vision of the board in alignment with the operational recommendations, the DNSSAB Paramedic Services aims to become a provincial leader in the delivery of Emergency Healthcare.

BOARD REPORT B20-23

For Information or For Approval

Date: May 24, 2023
Purpose: **Community Services Committee Composition**
Dept. Approval: Marianne Zadra, Executive Coordinator and Communications
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

THAT the Board accept report B20-23 and;

THAT the membership of the Community Services Committee be changed as recommended to four representatives from outlying areas and four representatives from the City of North Bay, in alignment with DNSSAB By-Law #2.

BACKGROUND

Initially in 2020, the Community Services Committee was identified as a Committee of the Whole, or membership made up of the entire board. Since then, the By-Laws were changed to manage quorum at Community Services Committee meetings by stipulating the membership at no less than eight representatives of equal representation from the City of North Bay and other municipalities in the District.

At the April 2023 meeting of the Community Services Committee, it was acknowledged that its membership does not conform to DNSSAB By-Law #2 Section 2.4.2, which stipulates this committee membership “will be comprised of a minimum of eight (8) Members with equal representation from the municipalities within the District and the City of North Bay.”

CURRENT STATUS

Currently, the Community Services Committee is made up of six members from the City of North Bay, and three members from outlying areas:

Councillor Lana Mitchell (Chair), Councillor Melanie Chenier (Vice Chair), Mayor Peter Chirico, Deputy Mayor Maggie Horsfield, Councillor Terry Kelly, Councillor Mark King, Councillor Justine Mallah, Councillor Chris Mayne, Mayor Dan O'Mara.

In order to achieve equal representation, membership from the City of North Bay can be voluntarily reduced by two members (4), with an additional member added from outlying municipalities (4).

As the By-Law sets the minimum number of membership at eight, it is also possible to further increase membership from outlying areas to obtain parity, such as adding three more members from outlying municipalities. This would bring the Community Services Committee membership to 12, or the full membership of the Board.

Current membership	6-North Bay; 3-outlying areas
Potential Option 1	5-North Bay; 5-outlying areas
Potential Option 2	4-North Bay; 4-outlying areas
Potential Option 3	Return to Committee of the Whole-all 12 members

RESOURCES REQUIRED

Increasing the membership would increase Board costs through attendance remuneration, and likely result in a Board budget variance deficit, if all members attended all meetings.

CONCLUSION

Depending on the Board members' preference, it is recommended that two representatives from the City of North Bay relinquish their seats on the committee and that one seat is offered to a member from an outlying municipality, which would bring membership to eight with equal representation from both areas, with no potential negative impact on the Board budget.

BOARD REPORT B22-23

For Information or For Approval

Date: May 24, 2023

Purpose: Nipissing District Housing Corporation (NDHC) By-law Amendments

Dept. Approval: Melanie Shaye, Director of Corporate 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

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the NDHC Board By-law #1 and #2 amendments by resolution; as Service Manager and Shareholder of the Nipissing District Housing Corporation (NDHC).

BACKGROUND

Through report NDHC12-23, staff communicated to the NDHC Board that their by-laws were reviewed and amended, to add further consistency with the DNSSAB by-laws. Changes as listed below, and the report NDHC-12-23 is attached.

Historically, the DNSSAB and NDHC Boards have endeavored to have as much alignment with their by-laws as possible.

NDHC BY-LAW CHANGES:

By-law #1:

Section 6.05

For the purposes of MFIPPA, the CEO is the Privacy Head. The CEO may delegate this duty to staff for the purpose of meeting operational requirements.

Section 7.03

Any requests of information or reports made by a Member that, in the opinion of staff, will require more than two (2) hours of staff time must receive the consent of the majority of Members present.

By-law #2:

Section 4.9

Added that for matters for which a member has a potential or actual conflict, which are discussed in-camera, the member will leave the room for the duration of the meeting for which they have declared a conflict.

NEXT STEPS:

With the adoption of the revisions to NDHC By-law #1, the review is final. Periodic updates, as recommended by the Board or CEO will be made as appropriate.

ATTACHED:

NDHC12-23 By-law Amendments Report



BOARD REPORT NDHC12-23

For Information or For Approval

Date: April 26, 2023
Purpose: NDHC By-law Amendments
Prepared by: Melanie Shaye, Director of Corporate Services
Reviewed by: Justin Avery, Manager of Finance
Approved by: Catherine Matheson, Chief Executive Officer

Alignment with Strategic Plan: Healthy, Sustainable Communities

Maximize Impact Remove Barriers Seamless Access Learn & Grow

RECOMMENDATION

THAT the Nipissing District Housing Corporation accepts amendments to By-law #1 and By-law #2, as described in Board Report NDHC12-23.

BACKGROUND

NDHC's certificate of incorporation is dated December 15, 2000. By way of Articles of Arrangement registered December 31, 2005, NDHC amalgamated with North Bay Municipal Non-Profit Housing Corporation, with the amalgamated corporation becoming NDHC.

The DNSSAB, in accordance with the Housing Services Act, holds the authority to acquire the housing corporation's shares, and is identified as the "service manager" and the "shareholder" in accordance with the NDHC By-law #1. The DNSSAB is the sole legal and beneficial shareholder of NDHC, owning 100 common shares in the capital stock of NDHC.

DNSSAB Resolution 2017-20, which declared the Shareholder Declaration invalid, outlined when the DNSSAB took full control of NDHC operations on February 21, 2017 as the sole shareholder. Also effective on this date, the DNSSAB assumed control of the management of the business and affairs of NDHC.

The NDHC Board is bound by two By-laws:

1. By-law #1, Procedural By-law (attachment A)
2. By-law #2, Conflict of Interest By-law (attachment B)

On March 22, 2023 the District of Nipissing Social Services Administration Board (DNSSAB) accepted changes to their General Business By-law (By-law #1) and Procedure By-law (By-law #2). The changes were made as a result of legal advice.

In accordance with NDHC15-21, staff endeavor to create as much consistency as possible between the DNSSAB By-laws and those of NDHC.

RECOMMENDED CHANGES

NDHC By-law #1:

Section 6.05

For the purposes of MFIPPA, the CEO is the Privacy Head. The CEO may delegate this duty to staff for the purpose of meeting operational requirements.

Section 7.03

Any requests of information or reports made by a Member that, in the opinion of staff, will require more than two (2) hours of staff time must receive the consent of the majority of Members present.

NDHC By-law #2:

Section 4.9

Added that for matters for which a member has a potential or actual conflict, which are discussed in-camera, the member will leave the room for the duration of the meeting for which they have declared a conflict.

CONCLUSION

With the adoption of the revisions to NDHC By-law #1, the review is final. Periodic updates, as recommended by the Board or CEO will be made as appropriate.

The DNSSAB Board as Shareholder will be requested to review and approve the revised By-laws and approve them through Resolution.

ATTACHED:

Amended By-law #1

Amended By-law #2

BY-LAW NO. 1

A by-law relating generally to the conduct of the business and affairs of the:

Nipissing District Housing Corporation
(herein called the "Corporation")

Approved:
Amends: By-Law #1
Resolution: # 202~~34~~-42

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BE IT ENACTED as a by-law of the Corporation as follows:

1. INTERPRETATION

1.01 In this by-law, unless the context otherwise requires:

- (a) "Act" means the *Housing Services Act, 2011* of the Province of Ontario together with the regulations made pursuant thereto and any statute or regulations that may be substituted therefore, as amended from time to time;
- (b) "Articles" means the articles of incorporation of the Corporation as amended or restated from time to time;
- (c) "Board" means the board of directors of the Corporation;
- (d) "By-law" means this by-law;
- (e) "Corporation" means Nipissing District Housing Corporation;
- (f) "DNSSAB" means the District of Nipissing Social Services Administration Board;
- (g) "Director" means a director of the Corporation;
- (h) "Minister" means the Minister of Municipal Affairs and Housing or such other member of the Executive Council as may be assigned the

administration of the *Housing Services Act, 2011* under the *Executive Council Act*;

- (i) "Notice" means written or electronic notice;
- (j) ""Ordinary Residence" means the place where a person resides in the ordinary course of their day-to-day life;
- (k) "Person" means an individual, a corporation, the Crown, a related municipality, an agency, a board, a commission or any other entity;
- (l) "Recorded Address" means, in the case of a shareholder, his address as recorded in the shareholders' register; and, in the case of a Director, officer, auditor or member of a committee of the Board, his latest address recorded in the records of the Corporation;
- (m) "Service Area" means the District of Nipissing, in the Province of Ontario;
- (n) "Service Manager" means the DNSSAB;
- (o) "Shareholder" means the DNSSAB.

1.02 In this by-law where the context requires, words importing the singular include the plural and vice versa.

1.03 Save as aforesaid, all the words and terms appearing in this by-law shall have the same definitions and application as in the Act.

1.04 In the event of a conflict between the provisions of this By-law and any other by-law of the Corporation, except a by-law amending or repealing all or any part of this by-law, the provisions of this by-law shall prevail. This by-law may be subject to a declaration restricting the powers of Directors pursuant to subsection 108(3) of the *Business Corporations Act*.

2. REGISTERED OFFICE AND SEAL

2.01 The registered office of the Corporation shall be as specified by the Board.

2.02 The Corporation may have a corporate seal which shall be adopted and may be changed by resolution of the Board.

2.03 It is the commitment of the Corporation to make French language services available in the conduct of business of the Corporation, and to ensure that all persons including program recipients are able to communicate in French with, and to receive available services in French from, the Head Office or any satellite office of the Corporation. The Corporation recognizes and agrees to comply with the commitments upon which the Corporation is prescribed by law, including but not limited to the *French Language Services Act*, R.S.O. 1990, c. F.32, as amended.

3. DIRECTORS

3.01 The Board shall consist of eight (8) members, four (4) of whom shall be Councillors of the City of North Bay and four (4) of whom shall be appointed by the Shareholder and whose Ordinary Residence is located in the District of Nipissing outside of North Bay.

3.02 Appointment/Election and Term

- (a) Individuals selected to be members of the DNSSAB Board will also serve as members of the Board, except as may be otherwise determined in accordance with this By-law.

- (b) The Term of each Director shall be a period of four (4) years commencing on January 1st, of the year immediately following a municipal election and ending on December 31st in the year in which municipal elections next take place. Generally, no Board meeting will be held in December of a municipal election year.
- (c) The names of members recruited by the Board will be forwarded to the DNSSAB Board for affirmation.
- (d) The Chair and Vice-Chair will be elected at the beginning of each four (4) year term, and re-elected annually each January.
- (e) The Board shall authorize the Chair and/or the CEO, or their delegate, to act as spokesperson or spokespeople on behalf of the Board regarding actions or plans of the Board.

3.03 **Resignation** - A Director may resign from office upon delivery of a Notice of resignation to the Board Chair and such resignation becomes effective upon receipt by the Chair or at the time specified in the Notice of resignation, whichever is later.

3.04 **Removing Directors:**

The Directors may, by a resolution passed by a 2/3 vote, recommend to the Shareholder that a Director be removed from office based on the circumstances identified. This is subject to ratification by the Shareholder and may, by a majority of the votes cast at the meeting, elect any person in their place for the remainder of their term.

- a) (i) The Board of Directors may remove a Director for cause, subject to ratification of the Shareholder.
- (ii) The only causes which would be considered by the Board as grounds for such recommendation include:
 - Absence from three (3) or more consecutive Board meetings without express approval of the Chair;
 - Personal behavior contrary to the aims and objectives of the corporation as set out in its by-laws, policies and resolutions;
 - Personal misconduct that may be prejudicial to the best interests of the Corporation;
 - Any other cause as may be determined by the Shareholder.
- (iii) No such recommendation may go forward to a vote of the Directors until the Director in question has been notified of the Board's intention and has been given an opportunity at a duly called Board meeting to appeal the Board's decision.

3.05 **Vacating of Office** - A Director ceases to hold office when they die, resign, is removed from office by the Board, or become disqualified to serve as a Director.

3.06 **Vacancies** - Where a vacancy occurs on the Board, the Board may recommend to the Shareholder a new Director to fill the vacancy.

4. MEETINGS OF DIRECTORS

4.01 **Participation by Telephone or Alternate Communication Methods** - A Director may participate in a meeting of the Board by means of telephone, videoconference or other communication method that permits all Directors to participate in the meeting, to communicate with each other instantaneously, and a Director participating in such a meeting by such means is deemed to be present at that meeting.

Board members, in reference to their duty of "Standard of Care" detailed in

section 7.01, have an obligation to take precautions to insure that confidentiality is maintained. This pertains to all Board meetings in general and in the case of the "In Camera" portions of meetings specifically.

- 4.02 **Place of Meetings** – Meetings of the Board may be held at the registered head office of the Corporation or at any other place within or outside the District of Nipissing.
- 4.03 **Calling of Meetings** - Meetings of the Board shall be held at such time determined by the Chair, subject to section 4.05 hereof. Notice of every meeting shall be given to each Director not less than forty-eight (48) hours (excluding weekends and statutory holidays) before the time when the meeting is to be held, except that no notice of meeting shall be necessary if all the Directors are present or if those absent have waived notice of, or otherwise signified, their consent to the holding of such meeting.
- 4.04 **Notice of Attendance** – If a Board member is unable to attend a regularly scheduled Board meeting, such Board member will be expected to inform either the Chair, the Chief Executive Officer, or the Secretary at least twenty-four (24) hours prior to the start time of the meeting. Cases of unforeseen emergencies will be considered an exception to this requirement.
- 4.05 **Regular Meeting** - The Board may appoint a day or days in any month or months for regular meetings at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of regular meetings of the Board shall be sent to each Director forthwith after being passed, but no other notice shall be required for any such regular meetings except where the Act requires the purpose or the business to be transacted to be specified.
- 4.06 **First Meeting of New Board** - Each newly elected Board may without notice hold its first meeting provided that a quorum of Directors is present.
- 4.07 **Quorum** - A majority (50% plus one) of all of the Directors then in office constitutes a quorum at any meeting of Directors.
- 4.08 **Chair** - the Chair of any meeting of the whole Board shall be
- (a) the Chair of the Board, or
 - (b) if the Chair is not available, the Vice Chair or another Director who is present at the meeting and is selected by a majority of the Directors who are present to be the Chair of such meeting.
- 4.09 **Votes to Govern** - At all meetings of the Board, each Director shall have one vote and every question shall be decided by a majority of votes cast on the question.
- 4.10 **Casting Vote** - In the case of an equality of votes on any question at a meeting of the Board, the chair of the meeting shall be entitled to be a second or casting vote.
- 4.11 **Resolution in Lieu of Meeting** - A resolution voted on by e-mail, by telephone or by means outlined in 4.01 and signed by all the Directors entitled to vote on that resolution at a meeting of Directors is as valid as if it had been passed at a meeting. A copy of every such resolution shall be kept with the minutes of the proceedings of the Directors.
- 4.12 **In Camera** - That upon the consent of the Board, any meeting of the Board will be held "in camera" based on the following circumstances/discussions:
- (a) Litigation or potential litigation
 - (b) Property transactions and the security of property of the Board
 - (c) Human Resources
 - (d) Advice of legal counsel, including communications necessary for that purpose.
 - (e) Any other reason as may be permitted by section 47 of the DNSSAB

procedural by-law.

4.13 **Conduct** – At no meeting of the Board should any Director or delegation use unparliamentary or offensive language, including any expressions or statements in debate or in questions that attribute false or undeclared motives to another Member or employee, charge another Director with being dishonest, be abusive or insulting, or cause disorder in compliance with *Occupational Health and Safety Act* and the *Ontario Human Rights Code*.

4.14 **Delegations**

- (a) Public presentations will be received at both regular and special meetings of the Board. Presentations at regular meetings shall be on a subject within the jurisdiction or influence of the Board. Presentations at the special meeting shall be related to the agenda item.
- (b) Persons wishing to make a formal presentation to the Board must register with the Secretary two (2) weeks prior to any regular meeting and two (2) days prior to a special meeting. Where possible, a written copy of the submission shall be provided to the Secretary.
- (c) The maximum number of presenters at any presentation (including the spokesperson) shall be two. In unique circumstances, the number of presenters may be extended by the Chair and by a majority of the members present. Such question shall be decided by the Board without debate.
- (d) The Secretary shall inform the presenter of the guidelines affecting the presentation (e.g. maximum time, maximum number of presenters and adherence to the subject) and to obtain an acknowledgement by the presenter of his or her understanding of those guidelines.
- (e) A public presentation, which has been registered with the Secretary, may address a matter of the Board's jurisdiction for up to ten (10) minutes.
- (f) No delegation shall be permitted when the subject matter to be addressed relates to a recommendation of any tribunal that has conducted a hearing under the Statutory Powers Procedures Act, R.S.O 1990, c.S.22, as amended.
- (g) No person will be permitted to address the Board with respect to a labour management dispute or issue.
- (h) Once a delegation has been heard, subsequent presentations by the same delegation on the same or substantially the same matter shall not be heard within one (1) year from the previous delegation.
- (i) In unique circumstances, the time may be extended by the Chair by a majority vote of the members present. Such question shall be decided by the members without debate.
- (j) No presenter shall speak disrespectfully of any person; use offensive words of unparliamentary language; speak on any subject other than the subject for which they received approval to address; or disobey the rules of order or a decision of the Chair.
- (k) After the presenter has completed the presentation, Board members shall each have the opportunity to ask questions for clarification purposes only, and without debate.
- (l) The Chair may curtail any presenter, any questions of a presenter, or debate during a presentation, for disorder or for any breach of this By-Law and, should the Chair rule that the presentation is concluded, the presenter shall withdraw immediately and shall be given no further audience by the Board.
- (m) Presentations are not allowed on employer/employee matters from individuals or unions/organizations representing employees where the matters to be presented are part of a collective agreement or where there is a contractual agreement with NDHC. A request for exemption

from this requirement must be made in writing and approval granted by the Chair at least one (1) week before the meeting date.

5. REMUNERATION OF DIRECTORS

- 5.01 **Remuneration** - The Directors, including those who are also officers, shall be compensated in accordance with the DNSSAB Board Service Reimbursement Policy.

6. OFFICERS AND PERSONNEL

- 6.01 **Appointment** - The Board shall from time to time appoint a Chief Executive Officer, a Secretary, or a Treasurer and may appoint a Deputy Chief Executive Officer and such other officers as the Board may determine. The Board may specify the duties of and, in accordance with this by-law, delegate to such officers powers to manage the business and affairs of the Corporation.
- 6.02 **Description of Offices:** Unless otherwise specified by the Board (which may modify, restrict or supplement such duties and powers), the officers of the Corporation, if designated and if officers are appointed thereto, shall have the following duties and powers associated therewith:
- (a) **Chair:** The Chair of the Board, if one is appointed, shall be a Director. The Chair shall when present, preside at all meetings of the Board of Directors and Shareholder of the Corporation, will sign all documents which require their signature and shall possess and may exercise such powers and shall perform all other duties as may from time to time be assigned to them by the Board of Directors.
 - (b) **Vice-Chair:** The Vice-Chair of the Board, if one is appointed, shall be a Director. The Vice-Chair shall be vested with all powers and in the absence or inability of the Chair, shall exercise the duties and functions of the Chair.
 - (c) **The Chief Executive Officer:** The Chief Executive Officer shall be appointed by the Board and they shall report to the Board, be responsible for all operations of the Corporation, record or delegate accurate minute taking of the organization's meetings and ensure that the corporation's files, records and other relevant written materials are kept, recorded and distributed; and take a lead role in financial policy development and monitoring of the Corporation's finances and advise and assist the Board in understanding the Corporation's finances.

Without limiting the generality of the foregoing, the duties and responsibilities of the Chief Executive Officer shall be as follows:

- (i) To direct and co-ordinate the business of the Corporation in accordance with the policy and plans established and approved by the Board;
- (ii) To direct and co-ordinate the preparation of plans and programs to be submitted to the Board for approval and to fulfill its mandate;
- (iii) To direct and co-ordinate the compilation, consideration and presentation to the Board, recommendations arising from operations which require the Board's approval and to propose by-laws or resolutions arising from such recommendations;
- (iv) To direct the preparation and compilation of and to present to the Board, the annual budget of estimates of revenues and expenditures;
- (v) To exercise general financial control over all departments in terms of the approved appropriation;
- (vi) To present to the Board reports and information regarding progress and accomplishments in programs and projects, the status of

revenues and expenditures, and the general administration of the Board;

- (vii) To be aware of all correspondence and communications to the Board and to receive all communications and to submit the same to the Board together with their recommendations thereon;
- (viii) To attend all Board meetings;
- (ix) To perform such other duties and exercise such other powers as the Board may from time to time lawfully assign to them.
- (x) The Chief Executive Officer shall not be dismissed except by a resolution assented to by a 2/3 majority vote at a meeting of all members of the Board.
- (xi) The CEO is authorized to seek legal advice and representation where necessary to protect, preserve or assert the best legal interests of NDHC, and is authorized to pay any expenses, disbursements or costs reasonably incurred by or awarded against the NDHC within the CEO's delegated authority limits. The CEO will notify the Board of Directors of any legal proceedings against the NDHC and of legal advice touching the legal affairs of the Corporation over \$150,000 as soon as is reasonably practicable

(d) **Secretary and Treasurer:** The Chief Executive Officer shall also serve as Secretary and Treasurer unless otherwise determined by the Board. The Secretary, when in attendance, shall be the secretary of all meetings of the Board and, whether or not they attend, the secretary shall prepare the minutes of all such meetings; they shall give, or cause to be given, as and when instructed, notices to Directors and auditors; they will ensure custodial care of the corporate seal and of all the books, papers, records, correspondence and documents belonging to the Corporation, including electronic documentation. The Treasurer will ensure that full and accurate accounts of all receipts and disbursements of the Corporation are kept in appropriate form and disburse funds of the Corporation as directed by the Board. The Treasurer shall render to the Board an account of transactions and of the financial position of the Corporation.

6.03 **Other Officers** - The duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board requires of them. Any of the powers and duties of an officer to whom an assistant has been appointed may be exercised and performed by such assistant, unless the Board otherwise directs.

6.04 **Conflict of Interest** - An officer or Director shall disclose their interest in any material contract or transaction or proposed material contract or transaction with the Corporation in accordance with By-Law #2 of the Corporation.

6.05 **Privacy Head** – For the purposes of the Municipal Freedom of Information and the Protection of Privacy Act (MFIPPA) the CEO is the Privacy Head. The CEO may delegate this duty to staff for the purpose of meeting operational requirements.

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7. STANDARD OF CARE AND LIABILITY OF DIRECTORS AND OFFICERS

7.01 **Standard of Care** - Every Director and officer of the Corporation, in exercising their powers and discharging their duties, shall act honestly and in good faith with a view to the best interests of the Corporation, and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances. Every Director and officer of the Corporation shall comply with articles, by-laws and all other applicable laws.

7.02 **Limitation of Liability** - Subject to paragraph, 8.01 no Director or officer shall be liable for the acts, receipts, neglects or defaults of any other Director or officer or employee, or for any loss, damage or expense happening to the Corporation

through the letting or subletting of land or premises owned or managed by the Corporation or through the insufficiency or deficiency of title to any property acquired for or on behalf of the Corporation, or for the insufficiency or deficiency in the maintenance, repair or renovation of any building comprising the projects under the control of the Corporation, or for the insufficiency or deficiency of any security in or upon which any of the monies of or belonging to the Corporation shall be invested, or for any loss or damage arising from the bankruptcy, insolvency or tortuous acts of any person, firm or corporation with whom or which any monies, securities or effects of the Corporation shall be lodged or deposited, or for any loss, conversion, misapplication or misappropriation of or any damage resulting from any dealings with any monies, securities or other assets belonging to the Corporation, or for any loss occasioned by any error of judgment or oversight on their part in the operation, management or administration of the housing projects under the control of the Corporation, or for any other loss, damage or misfortune whatever, which shall happen in the execution of the duties of their office or in relation thereto, unless the same are occasioned by their own dishonesty, negligence or willful default; provided that nothing herein shall relieve any Director or officer from the duty to act in accordance with the Act or from liability for any breach of the Act.

7.03 **Staff Direction** - Any requests of information or reports made by a Member that, in the opinion of staff, will require more than two (2) hours of staff time must receive the consent of the majority of Members present.

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8. INDEMNIFICATION OF DIRECTORS AND OFFICERS

- 8.01 **Indemnification** - The Corporation shall indemnify and save harmless every Director and officer of the Corporation, or other person who has undertaken or is about to undertake any liability on behalf of the Corporation, and their heirs, executors, administrators and estate shall be indemnified and saved harmless, out of the funds of the Corporation, from and against:
- a) all costs, charges and expenses which such Director, officer or other person sustains or incurs in respect of any action, suit or proceedings which are brought, commenced or prosecuted against them in respect of any act, deed or matter made, done or permitted by them, in respect of the execution of the duties of their office or in respect to any such liability; and
 - b) all other costs, charges and expenses which they sustain or incur in relation to the affairs thereof; except such costs, charges or expenses arising from any acting suit or proceeding as are occasioned by their own dishonesty, negligence or willful default.
- 8.02 **Insurance:** The Corporation will purchase and maintain such insurance for the benefit of any person entitled to be indemnified by the Corporation pursuant to the immediately preceding section as the Board from time to time may determine.

9. ANNUAL MEETING AND OTHER MEETINGS OF SHAREHOLDERS

- 9.01 **Annual Meetings** - The annual meeting of the Shareholder of the Corporation shall be held at such time and on such day in each year as the Board may determine. The annual meeting shall be called for the purposes of receiving the reports and statements required by the Act to be laid before the annual meeting, electing Directors, appointing auditors, and for the transaction of such other business as may properly be brought before the meeting.
- 9.02 **Special Meetings** - The Board may, at any time, call a special meeting of the Shareholder for the transaction of any business which may properly be brought before such meeting of the Shareholder.
- 9.03 **Place of Meeting** - Meetings of the Shareholder and the Directors shall be held

at the registered office of the Corporation, or at such other place as the Board from time to time determines.

9.04 **Notice of Meetings** - Notice of the time and place of each meeting of shareholders and the Directors shall be sent not less than five (5) days before the date of the meeting to the auditor of the Corporation, to each Director, and to the Shareholder. Notice of a special meeting of the Shareholder shall state:

- (a) the nature of the business to be transacted at the meeting in sufficient detail to permit the shareholders to form a reasoned judgment on the business; and
- (b) the text of any special resolution or by-law to be submitted to the meeting.

The Shareholder and any other person entitled to attend a meeting of the Shareholder may in any manner and at any time waive notice of or otherwise consent to a Shareholder meeting.

9.05 **Persons Entitled To Be Present** - The only persons entitled to attend a Shareholder meeting shall be those entitled to vote at the meeting, the Directors and the auditor of the Corporation and others who although not entitled to vote are entitled or required under any provision of the Act or by-laws of the Corporation to be present at the meeting. Any other persons may be admitted only on the invitation of the chair of the meeting or with the consent of the meeting.

9.07 **One-Shareholder Meeting** - If the Corporation has only one shareholder, the shareholder present through a person duly authorized to represent the shareholder constitutes a meeting.

9.08 **Right to Vote** - At any meeting of the Shareholders, unless the Articles otherwise provide, each share of the Corporation entitles the holder to one vote.

9.09 **Votes to Govern** - All questions proposed for the consideration of the Shareholder shall be decided by the Shareholder.

9.10 **Show of Hands** – A “show of hands” for the purpose of this By-Law shall mean a show of hands or any other unequivocal verbal or visual indication of assent appropriate for the nature of the meeting being held, as decided by the Chair of the meeting at the commencement of the meeting. At all meetings of the Board every question shall be decided by a show of hands. Upon a show of hands, every Director present and entitled to vote has one vote. Whenever a vote by show of hands shall have been taken upon a question, a declaration by the Chair that the vote upon the question has been carried by a particular majority, or not carried, and an entry to that effect in the minutes of the meeting, shall be prima facie evidence of the fact.

9.11 **Adjournment** - The duly authorized representative of the Shareholder may adjourn the meeting from time to time and from place to place.

9.12 **Resolution in Lieu of Meeting** - Except where a written statement with respect to the subject matter of the resolution is submitted by a Director or the auditor in accordance with the Act,

- (i) a resolution in writing signed by the Shareholder entitled to vote on that resolution at a meeting of the Shareholder is as valid as if it had been passed at a meeting of the Shareholder; and
- (ii) a resolution in writing dealing with any matter required by the Act to be dealt with at a meeting of shareholders, and signed by all the shareholders entitled to vote at that meeting, satisfies all the requirements of the Act relating to that meeting of the Shareholder.

10. SHARES AND TRANSFERS

10.01 **First Share Issuance** - The Corporation is deemed upon incorporation to have issued one hundred (100) shares in its capital stock of the Corporation to the related Service Manager for nominal consideration.

10.02 **Common Shares and Acquisition of Shares** - The Corporation may issue common shares only and only a related service manager and a related municipality may acquire common shares in the capital of the Corporation as a result of a share issuance, share transfer or amalgamation, subject to the restrictions specified in paragraphs 10.03, 10.04 and 10.05.

10.03 **Restrictions on Share Issuance** -The Corporation shall not issue shares pursuant to 10.02 without the prior written consent of the Minister unless they are issued to:

- (i) the Service Manager,
- (ii) a related municipality,
- (iii) a non-profit corporation controlled by the Service Manager, related municipality, but only if an object of the non-profit corporation is the provision of housing, or
- (iv) a non-profit housing corporation incorporated under section 13 of the *Housing Development Act* and that is controlled by the Service Manager or a related municipality;

and the share issuance does not result in the Service Manager owning legally or beneficially less than a majority of the issued and outstanding common shares in the capital of the Corporation.

10.04 **Restrictions on Share Transfers** - The Shareholder of the Corporation shall not, without the prior written consent of the Minister, transfer or encumber the shareholder's legal or beneficial ownership in shares in the capital of the Corporation, and the Corporation shall not, without the prior written consent of the Minister, permit, acquiesce in, approve, ratify, recognize or register any transfer or encumbrance of legal or beneficial ownership in shares in its capital, unless the transfer or encumbrance is made to or in favour of:

- (i) the Service Manager,
- (ii) a related municipality,
- (iii) a non-profit corporation controlled by the Service Manager or a related municipality, but only if an object of the non-profit corporation is the provision of housing, or
- (iv) a non-profit housing corporation incorporated under section 13 of the *Housing Development Act* and that is controlled by the Service Manager or a related municipality;

and the transfer or encumbrance does not and cannot result in the Service Manager owning legally or beneficially less than a majority of the issued and outstanding common shares in the capital of the Corporation.

10.05 **Restriction on Amalgamation** - The Corporation shall not amalgamate with another corporation without the prior written consent of the Minister unless the other corporation is,

- (a) a non-profit corporation controlled by the Service Manager or a related municipality, but only if an object of the non-profit corporation is the provision of housing; or
- (b) a non-profit housing corporation incorporated under section 13 of the *Housing Development Act* and that is controlled by the Service Manager or a related municipality.

10.06 **Restriction on Voluntary Dissolution or Winding Up** - The Corporation shall not, without the prior written consent of the Minister, be voluntarily dissolved

unless all real property that was transferred by a transfer order has been transferred to one or more of the following persons:

- (i) The Service Manager.
- (ii) A related municipality.
- (iii) A non-profit corporation controlled by the Service Manager or a related municipality, but only if an object of the non-profit corporation is the provision of the housing.
- (iv) A non-profit housing corporation incorporated under section 13 of the *Housing Development Act* and that is controlled by the Service Manager or a related municipality.

10.07 **Restriction on Securities** - Any invitation to subscribe for securities of the Corporation is prohibited.

10.08 **Share Certificates** - Every holder of one or more shares of the Corporation is entitled, at their option, to a share certificate, or to a non-transferable written acknowledgment of their right to obtain a share certificate, stating the number and class or a series of shares held by them as shown in the records of the Corporation. Share certificates and acknowledgments of a shareholder's right to a share certificate shall be in such form as the Board shall from time to time approve. Any share certificate shall be signed in accordance with Section 12.01 herein and need not be under the corporate seal.

10.09 **Replacement of Share Certificates** - The Directors may by resolution prescribe, either generally or in a particular case, the conditions upon which a new share certificate may be issued to replace a share certificate which has been defaced, lost, stolen or destroyed.

11. DIVIDENDS

11.01 The Directors of the Corporation shall not declare, and the Corporation shall not pay, any dividend on any issued share of the Corporation.

11.02 No part of the income of the Corporation shall be payable to or otherwise available for the benefit of the Shareholder of the Corporation, unless specifically authorized by resolution of the Board.

12. EXECUTION OF DOCUMENTS

12.01 **Signing Officers** - Deeds, transfers, assignments, contracts and obligations of the Corporation may be signed by the Chief Executive Officer, and/or the Chair or any other person designated by the Directors. Any documents in reference to property transactions shall be signed by both the Chief Executive Officer and the Chair or person designated by the Directors. Notwithstanding this, the Board may at any time and from time to time direct the manner in which and the person or persons by whom any particular deed, transfer, contract or obligation or any class of deeds, transfers, contracts or obligations may be signed.

12.02 **Seal** - Any person authorized to sign any document may affix the corporate seal.

13. NOTICES

13.01 **Giving Notice** - The giving (including the sending, delivering or serving) of any notice (including any communication or other document) pursuant to the Act, the Articles or by-laws shall be sufficiently given if delivered personally or electronically to the intended recipient or to the intended recipient's recorded address, or if mailed by prepaid post.

- 13.02 **Deemed Notice** - A notice is deemed to have been given in the case of personal delivery or electronically at the time of such delivery or facsimile. A mailed notice is deemed to have been received, in the absence of a postal disruption, five (5) days after the mailing.
- 13.03 **Omissions and Errors** - The accidental omission to give any notice, or the non-receipt of any notice, or any error in any notice not affecting its substance, shall not invalidate any action taken at any meeting held pursuant to such notice or otherwise founded on the notice.
- 13.04 **Waiver of Notice** - Any person entitled to a notice may at any time in writing waive same or abridge the time for its delivery, and any such waiver, whether given before or after the conduct of the business to which the notice relates shall cure any default in the giving or timeliness of such notice.

14. BANKING AND FISCAL

- 14.01 **Banking** - The banking business of the Corporation shall be transacted with such banks, trust companies or other bodies corporate or organizations as may from time to time be designated by or under the authority of the Board under such agreements, instructions, and delegation of powers, subject to paragraph 12.01 as the Board may from time to time authorize.
- 14.02 **Signing of Cheques** - All cheques and other negotiable instruments for the payment of money shall be signed in such manner and by such officers or persons as the Board may from time to time designate.
- 14.03 **Financial Year** - The financial year of the Corporation shall terminate on the 31st day of December in each year.

15. INVESTMENTS

- 15.01 **Eligible Investments:** For the purposes of investing funds the following will be considered allowable investment vehicles:
- Term deposits, guaranteed investment certificates or other interest-bearing deposits or securities with a chartered bank, trust company or credit union
 - Treasury bills or Government bonds
 - Canadian dollar money market mutual funds sold with no load or sales charge by a Canadian bank, trust company or credit union
 - Securities of mutual funds or investment funds managed or offered by Encasa Financial Inc. ("Social Housing Investment Funds")
- 15.02 **Capital Reserves:** When investing capital reserves and earnings on these reserves, the Corporation will comply with the requirements of the Housing Services Act and its Regulations.
- 15.03 **Term of Investment:** No investment shall have a term to maturity greater than five (5) years other than investments in securities of mutual funds or investment funds managed or offered by Encasa Financial Inc.
- 15.04 **Reinvestment of Investment Distributions:** Distributions from investments on the Reserve or Other funds shall be added directly to the funds in which they are invested to be used for the same purposes as the original investment.
- 15.05 **Investment Agents:** Investments must be purchased from one of the following:
- NDHC's principal bank
 - NDHC's principal investor
 - The principle distributor of Social Housing Investment Funds or dealer offering Social Housing Investment Funds

- Other such banks or Investment dealers as approved by the Board from time to time.

16. REPEAL AND AMENDMENT

16.01 The Board may repeal or amend all or any part of this by-law.

17. EFFECTIVE DATE

17.01 **Effective Date** - This by-law shall come into force on this ~~April~~~~December~~ 26~~15~~, 2023~~1~~.

PASSED by the board of Directors through Resolution No. 2023~~1-XX~~4~~2~~ ~~April~~~~December~~ 26~~15~~, 2023~~1~~.

_____	_____
_____	_____
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BY-LAW NUMBER 2

A by-law respecting the declaration and management of Conflicts of Interest of:

**Nipissing District Housing Corporation
(the "Corporation")**

**Approved:
Resolution: # 2023-XX**

1. **BACKGROUND**

- a) The Corporation recognizes it is good business practice to avoid conflicts of interest and
- b) Pursuant to *Housing Services Act, 2011*, ss.75(2) (the "Act") and Regulation 367/11, s. 100.1 passed pursuant to the Act, a Service Manager (as hereinafter defined) may make rules for a *local housing corporation* (as defined by the Act) relating to conflicts of interest for certain *housing projects* (as defined by the Act).

This By-Law is adopted by the Corporation subject to the Service Manager delivering written notice that different conflict of interest rules will apply.

2. **DEFINITIONS** – In this By-law:

2.1 **"Conflict of Interest"** means a situation where:

- i. the personal or business interests of a Director, Officer, agent or employee of the Corporation are in conflict with the interests of the Corporation; or
- ii. a personal gain, benefit, advantage or privilege is directly or indirectly given to or received by a Director, Officer, agent or employee or a person related to any one of them as a result of a decision by the Corporation;

and includes:

- a. the Corporation giving a direct or indirect gain, benefit, advantage or privilege to a Director, Officer, agent or employee or a person related to any one of them;
- b. a Director, Officer, agent or employee or a person related to any one of them receiving a direct gain, benefit, advantage or privilege from the Corporation as a result of the person's position within the Corporation;
- c. the Corporation, in offering housing accommodation or in setting rents or other occupancy charges, giving any advantage or privilege to directors who are tenants that is not available to tenants who are not directors.

2.2 **"Declaration"** means a declaration in the form attached as Schedule "B" to this By-law.

2.3 **"Director"** means a member of the board of directors of the Corporation.

2.4 **"Officer"** means the Chair, Vice-Chair, Secretary, Treasurer, Manager and anyone else designated as an officer in the by-laws of the Corporation.

2.5 **"Person related to any one of them"** means a parent, spouse, same-sex partner, child, household member, sibling, uncle, aunt, nephew, niece, mother-in-law, father-in-law, sister-in-law, brother-in-law or grandparent of

a Director, Officer, agent or employee or a person with whom a Director, Officer, agent or employee has a direct or indirect pecuniary interest.

2.6 “**Service Manager**” means the District of Nipissing Social Services Administration Board (“*DNSSAB*”).

2A. CONFLICTS OF INTEREST – GENERAL

2A.1 Board Compliance. The Directors and Officers shall comply with all applicable conflict of interest law including without limitation:

- i. *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50, as amended, including any regulations thereunder and any successor legislation;
- ii. *Business Corporations Act*, R.S.O. 1990, c. B.16, as amended, including any regulations thereunder and any successor legislation; and
- iii. *Housing Services Act, 2011*, S.O. 2011, S.O. 2011, c. 6, Sched. 1, as amended, and including any regulations thereunder and any successor legislation.

2A.2 Employee Compliance. The Directors and Officers of the Corporation shall ensure that its employees comply with all applicable conflict of interest law and any related policy of the Corporation and of the Board of Directors in respect of Conflicts of Interest.

3. AVOIDING CONFLICT OF INTEREST

3.1 Exceptions – The Corporation shall not enter into a relationship, arrangement, contract or agreement with any person in a way that creates a Conflict of Interest, except that:

- a. provided that a notice of conflict or potential conflict of interest has been delivered to the Service Manager and the Service Manager agrees there is no reasonable alternative, the Corporation may enter into a relationship, arrangement, contract or agreement that normally would be a Conflict of Interest;
- b. some or all of the Directors may also sit as Directors of an organization that supplies essential support services for special-needs clients residing in the Corporation’s project/portfolio, where the project/portfolio exists specifically so that residents can live in the community with the support services provided.

3.2 Duty to Monitor and Avoid Conflict of Interest – The Corporation shall closely monitor its relationships, arrangements, contracts and agreements, and not engage in any that may result in a Conflict of Interest. The Directors, individually and collectively, shall ensure compliance with this requirement.

3.3 Directors Must Resign – A Director shall resign from their position before the Corporation’s Board of Directors deliberates, issues a tender, or votes on a contract or employment position for which the Director, or a business with which the Director has a direct or indirect pecuniary interest, intends to compete.

3.4 Former Directors and Officer – A former Director or Officer may not apply for employment with the Corporation or seek to enter into a contract to supply services to the Corporation directly or indirectly until the expiry of twelve (12) months following the date upon which such person ceases to be a Director or Officer.

3.5 Purchase or Lease of Land – Where the Corporation purchases or leases land, it shall not purchase or lease such land from:

- a. an individual; or

- b. a corporation which has a shareholder, director or officer, who is a Director, Officer, agent, employee, development consultant/resource group, architect or other technical consultant, real estate agent, or environmental consultant of the Corporation or any Person related to any one of them.

4. BOARD PROCEDURES

- 4.1 Conflict of Interest – The agenda of each meeting of the Board of Directors shall contain provisions for a declaration of Conflict of Interest. Any Director, Officer, agent or employee of the Corporation who has a Conflict of Interest must submit their Declaration at such point during the Board of Director’s meeting when declarations of conflict of interest are called for by the Chair.
- 4.2 Declaration of Conflict of Interest – Directors, Officers, agents and employees of the Corporation must notify the chair of the Board of Directors of the Corporation of every potential or actual Conflict of Interest no later than the first meeting of the Board after the Director, Officer, agent or employee becomes aware that he or she has entered into a situation, arrangement or agreement that results in or may result in a Conflict of Interest. The form of such Declaration is attached as Schedule “B”.
- 4.3 Potential Conflict of Interest – When a potential Conflict of Interest is raised before or during a meeting of the Board of Directors, then:
 - a. the party to the potential conflict must leave the meeting; and
 - b. the Board of Directors shall decide whether or not a finding of Conflict of Interest can be made.
- 4.4 Consideration of Notice – The Board of Directors shall consider any Declaration given under subsection 4.2 no later than the second meeting of the Board after the notice is given. The consideration of the notice must be reflected in the minutes of the meeting.
- 4.5 Resolution of a Conflict of Interest – The Board of Directors shall notify the Service Manager of any declaration received under subsection 4.2. The notification to the Service Manager shall include one of the following:
 - a. If a person filed a declaration of a potential Conflict of Interest and the board decided there was in fact no such Conflict, a declaration to that effect and a request that the Service Manager ratify this decision; or
 - b. if a Conflict of Interest exists which may be resolved in accordance with this by-law and Ontario Regulation 339/01, notification of the manner by which the Corporation has resolved the Conflict of Interest and a request that the Service Manager ratify such resolution; or
 - c. if a Conflict of Interest exists which the Board of Directors is unable to resolve in accordance with this by-law and Ontario Regulation 339/01, a request that the Service Manager issue instructions for resolving the Conflict of Interest.

These requests are part of the attached Schedule “B”.

- 4.6 Conflict to be Resolved to the Service Manager’s Satisfaction – If the Service Manager issues instructions regarding an alternative to a decision made by the Board of Directors under subsection 4.5 a. or b., or a

resolution under subsection 4.5 c., the Corporation will act in accordance with the Service Manager's instructions.

4.7 Record-keeping – The Corporation shall maintain a Conflict of Interest file containing all declarations, reports and minutes pertaining to Conflict of Interest and perceived Conflict of Interest situations.

4.8 Delegation – The Board of Directors delegate authority to the CEO to receive declarations from, and avoid or resolve a Conflict of Interest relating to, employees with a lower rank than the CEO within the Corporation if:

- a. a written summary of the parties, conflicts and resolutions/avoidances of each conflict situation is submitted by the senior Officer to the Board of Directors for its approval at least quarterly.

4.9 In-Camera – For matters where a Director has a potential or actual conflict, which is being discussed in-camera, the member will leave the room for the period of time in the meeting for which they have a conflict of interest.

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PASSED by the NDHC Board of Directors through Resolution No. 20230-XX03 on ~~April~~November 26~~5~~, 2023~~0~~.

_____	_____
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_____	_____

SCHEDULE "A"

Summary of Obligations

This is a summary of the conflict-of-interest rules set out in Ontario Regulation 339/01, for all non-profit housing providers subject to the *Housing Services Act*

1. A conflict of interest is defined as a situation where:
 - i the personal or business interests of a Director, officer, agent or employee of a housing provider are in conflict with the interests of the housing provider; or
 - ii a personal gain, benefit, advantage or privilege is directly or indirectly given to or received by a director, Officer, agent or employee or a person related to them as a result of a decision by the housing provider.
2. "A person related to a Director, Officer, agent or employee" includes a parent, spouse, same-sex partner, child, household member, sibling, uncle, aunt, nephew, niece, mother-in-law, father-in-law, sister-in-law, brother-in-law or grandparent, or a person with whom the director, Officer, agent or employees has a business relationship.
3. A Director, Officer, agent or employee of the housing provider shall not enter into any situation, arrangement or agreement that results in a conflict of interest.
4. Directors, Officers, agents and employees of the housing provider must notify the chair of the Board of Directors of the housing provider of every potential or actual conflict of interest no later than the first meeting of the Board after the Director, Officer, agent or employee becomes aware that he or she has entered into a situation, arrangement or agreement that results in or may result in a conflict of interest.
5. The Board of Directors shall consider any notice given under paragraph 4 no later than the second meeting of the Board after the notice is given. The consideration of the notice must be reflected in the minutes of the meeting.
6. The chair of the Board of Directors shall notify the Service Manager in writing of the receipt of every notice under paragraph 4, and the Board of Directors shall resolve every conflict of interest or potential conflict of interest to the satisfaction of the Service Manager.
7. Despite paragraph 3, a Director, Officer, agent or employee or a person related to one of them may directly or indirectly receive a gain, benefit, advantage, privilege or remuneration from the housing provider if both the following conditions are satisfied:
 - a) a notice of the conflict of interest or potential conflict of interest is given in accordance with paragraph 4; and
 - b) the Service Manager agrees that there is no reasonable alternative for the housing provider other than entering into the situation, arrangement or agreement that results in or may result in the conflict of interest.
8. The conflict-of-interest provisions set out above may be replaced by the Service Manager.

SCHEDULE "B"

Notification of Conflict of Interest or Potential Conflict of Interest and Record of Resolution of Conflict of Interest

Part 1 Nipissing District Housing Corporation 200 McIntyre Street East, North Bay ON P1B 8V6 200—133 Main Street West North Bay, ON—P1B 8J4 (the "Corporation") Contact Person: Catherine Matheson, CEO

Part 2 (to be completed by the director, officer, agent, or employee with the conflict)	
Name:	
Address:	
Briefly describe the conflict or potential conflict (add any relevant supporting documentation)	
Signature:	Date:

Part 3 (to be completed by the chair or the board or designate)	
Date of Receipt of Notice:	
Date of Board meeting at which the conflict was considered:	
Did the Board decide a Conflict of Interest existed as set out in Part 2 above?	
No (go to (a) below)	Yes (go to (b) below)

a) If no, complete the following declaration: "I certify that the board of directors of The Nipissing District Housing Corporation, after considering the potential conflict of interest described above, decided that in fact no Conflict of Interest exists. I request ratification by the Service Manager (District of Nipissing Social Services Administration Board) of this decision of the Corporation."

Signature: _____ **Date:** _____

b) Was the conflict resolved in accordance with the Corporation's By-law #2 and O.Reg 339/01?
Complete only one of the two boxes below.

Yes (briefly describe the resolution of the conflict (add any relevant supporting documentation))

"I certify this is a true record of the Conflict of Interest and its resolution. I request ratification by the Service Manager (District of Nipissing Social Services Administration Board) of the decision of the Corporation."

Signature: _____ **Date:** _____

No

"I certify this is a true record of the conflict of interest and that the Corporation was unable to bring about a resolution. I hereby request instruction from the Service Manager (District of Nipissing Social Services Administration Board) regarding resolution of this Conflict of Interest.

Signature: _____ **Date:** _____

BRIEFING NOTE HS11-23

For Information or For Approval

Date: May 24, 2023

Purpose: Northern Pines Transitional Housing - Model of Care

Dept. Approval: 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

WHEREAS DNSSAB has received significant funding from the Provincial government to build and operate transitional housing at Northern Pines; and,

WHEREAS, there has been a significant effort over the past three years by the board, staff and community to secure clinical health services at Northern Pines, with no additional health services funding being found nor available; and,

WHEREAS North Bay Regional Health Centre (NBRHC), Crisis Centre North Bay (CCNB) and DNSSAB have identified an opportunity for NBRHC to locate at Northern Pines and enable clinical health services to be made available on-site to the chronically homeless through the existing NBRHC's Assertive Community Treatment Team (ACTT) and mobile Rapid Access Addiction Medicine (RAAM) program at no additional cost in operating funds to the DNSSAB;

THEREFORE BE IT RESOLVED THAT DNSSAB conduct capital renovations for the lower floor of Northern Pines Phase 1 to enable the space to be made available for the ACTT and mobile RAAM programs, pending approval of in camera resolution 2023-52-B regarding negotiations of capital costs; and,

THAT available provincial funding from the Homelessness Prevention Program (HPP) be utilized first for capital renovations with the balance from the Affordable Housing Reserve Fund; and,

THAT a service agreement and sublet agreement be developed with NBRHC to enable tenants at Northern Pines to access on-site health services from the ACTT and mobile RAAM Program; and,

THAT the DNSSAB, NBRHC, and Crisis Centre commit to continuing to seek capital and additional operating funding for this health model at Northern Pines.

BACKGROUND:

- Northern Pines is a 60-unit transitional and supportive housing campus located in North Bay, developed in three phases:
 - Phase 1 – consists of 16 transitional housing units. This phase is designed for individuals that require moderate-level support. Phase 1 officially opened in November 2021.
 - Phase 2 – consists of 20 self-contained supportive housing units. These units are for individuals that require low-level support. Phase 2 is anticipated to open in 2023.
 - Phase 3 – consists of 24 transitional housing units. Phase 3 is designed for individuals requiring high-level support. Phase 3 is anticipated to open in 2023.
- Northern Pines is intended to be operated under a coordinated, multi-disciplinary health and social services delivery plan that prevents and reduces homelessness and provides relief and support for tenants with addictions and mental health concerns. The program would offer well-defined community care pathways across health and social service providers, some of which are on location where people live.

CURRENT STATUS/STEPS TAKEN TO DATE:

The recommended operating model for Northern Pines will feature a combination of health and housing supports that are intended to lead to individual self-sufficiency and positive physical and mental health outcomes.

Health Services	Housing Services
North Bay Regional Health Centre <ul style="list-style-type: none"> • ACTT • Mobile RAAM Clinic DNSSAB <ul style="list-style-type: none"> • Community Paramedicine Program 	Crisis Centre North Bay <ul style="list-style-type: none"> • Residential Supervision • Life Skills Development • Meal Preparation Other Community Agencies <ul style="list-style-type: none"> • Employment Supports • Education Supports • Counselling and Peer Mentorship

Health Services

Through the recommendations of this report, Northern Pines will feature a variety of on-site health services. To begin, one of the two Assertive Community Treatment Teams (ACTT)

through NBRHC will move from 120 King Street West to operate out of Northern Pines. ACTT is a community-based client-centered, recovery-oriented mental health, “wrap-around” service for individuals with serious mental illness. This service is focused on treatment, rehabilitation and support including a harm reduction approach for clients with a substance use issue. ACTT supports clients to live meaningful lives and achieve valued roles in their community.

ACTT is a multidisciplinary team of professionals, led by a psychiatrist, providing coverage in the community 16 hours per day, 7 days per week with after-hours on-call coverage. An ACTT team consists of the following professionals; Team Coordinator, Registered Nurse/ Registered Practical Nurse, Social Worker, Occupational Therapist, Case Workers - specializing in substance use, vocational support and recreation, Peer Support, Administrative Assistant, and a part-time Psychiatrist. For clients without a primary care physician, primary care is also provided by ACTT.

With respect to addictions, the mobile Rapid Access Addiction Medicine (RAAM) clinic will provide on-site addiction supports on a scheduled monthly basis. RAAM is a time-limited addiction support program for individuals who are looking for help with high-risk substance use and addiction. RAAM combines addiction medicine with psychosocial support (assessment, treatment, brief psychotherapy, case management, and referral). Once their addiction treatment is stabilized, individuals are referred back to primary care providers and other supportive programs.

Finally, the Community Paramedicine Program will also provide services on-site at Northern Pines. Paramedics will be able to offer health assessments, point-of-care testing, vaccinations, and blood work to residents at Northern Pines to improve overall physical health. In many cases, access to the Community Paramedicine Program is the first point of contact for health services for homeless individuals.

Housing Services

The CCNB delivers housing services at Northern Pines. The residential support team offers a structured, supportive and supervised living space. Staff and security are on-site 24/7 to provide supports to residents including independent life skills training, one-on-one counselling, cooperative living skills, nutrition education, meal planning and preparation, community awareness, and structured tenancy.

RISK IDENTIFICATION AND MITIGATION:

Through the recommendations of this report, clinical health services will be available in exchange for office, clinic space, and renovations to accommodate ACTT in Phase 1 at no cost to NBRHC. NBRHC will however be responsible for interior cleaning services and general interior maintenance of the area they occupy at Northern Pines. NBRHC, CCNB and the DNSSAB agree to pursue funding opportunities for reimbursement of all or a portion of the renovation costs and any expanded operating costs and opportunities. NBRHC and DNSSAB will also enter into a service agreement with 5-year term increments to ensure

services are available for specific terms, safeguarding DNSSAB's exchange of renovated office, existing lease cost and clinic space. Lastly, DNSSAB continues to fund the housing services offered at Northern Pines through available provincial, federal, and municipal funding as currently identified within the DNSSAB budget.

CONCLUSION:

In summary, Northern Pines is an upstream multi-disciplinary housing and health project aimed to reduce homelessness and provide relief and support for residents with addictions and mental health concerns. The operating model illustrated in this report helps to achieve the purpose of the project. Community collaboration is instrumental to the successful reduction of homelessness and the vision to end chronic homelessness.

Community partners through a sub committee of the Ontario Health Team, chaired by the DNSSAB, along with other planning tables, have together sought solutions wherein Northern Pines would serve as an excellent example of community partners collaborating to realize a common goal. Further opportunities exist for additional community agencies to provide services to the residents of Northern Pines through clinical built space in Phase 3. Key services and opportunities include employment and education supports, as well as connections to social assistance and other community health and social service systems.