



## REGULAR BOARD MEETING AGENDA

### Healthy Communities without Poverty

**Date:** Wednesday, December 16, 2020

**Time:** 12:00 PM or immediately following the adjournment of the Finance and Administration Committee

**Location:** By video conference while pandemic protocols are in place

Join Zoom Meeting

<https://zoom.us/j/99197669502?pwd=UmJlSk9QbjYwUklZTkZzamxMcElEvQT09>

Meeting ID: 991 9766 9502

Passcode: 508497

One tap mobile

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+1 647 558 0588 Canada

Meeting ID: 991 9766 9502

Passcode: 508497

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

Item	Topic
1.0	<b>1.1 Call to Order</b> <b>MOTION: #2020-130</b> <i>Resolved</i> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of December 16, 2020 at ____ PM.

Item	Topic
	<b>1.2 Declaration of Conflict of Interest</b>
2.0	<b>Opening remarks by the Chair</b>
3.0	<b>Approval of Agenda for December 16, 2020</b> <b>MOTION: #2020-131</b> <i>Resolved</i> THAT Board members accept the Agenda as presented.
4.0	<b>Approval of Minutes</b>  <b>4.1 MOTION: #2020-132-A</b> <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of November 25, 2020.  <b>4.2 MOTION: #2020-132-B</b> <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Finance and Administration Committee meeting of November 25, 2020.
5.0	<b>Delegations – None at this time</b>
6.0	<b>CAO VERBAL UPDATE:</b>  <b>6.1 MOTION: #2020-133</b> THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for December 16, 2020.
7.0	<b>CONSENT AGENDA – Reports for Information Only – All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration. Any item can be singled out for separate vote - only the remaining items will be voted on collectively.</b>  <b>MOTION: #2020-134</b> THAT the Committee receives for information purposes Consent Agenda items 7.1 to 7.4.  <b>7.1 B25-20 Rural Ontario Municipalities Association (ROMA) Virtual Conference 2021-Board delegations at the January 2021 virtual ROMA conference.</b>  <b>7.2 EMS05-20 Community Paramedicine Funding – EMS Community Paramedicine Program</b>  <b>7.3 EMS06-20 Paramedic Bell - Paramedic Memorial Bell tour of Nipissing</b>

Item	Topic
	District  <b>7.4 HS40-20 Shelter Statistics</b> - an update on Emergency Shelter Capacity in North Bay.
<b>8.0</b>	<b>MANAGERS REPORTS</b>
	<b>8.1 FA17-20 2021 Proposed Budget – (As Approved at Finance and Administration Committee)</b>  <b>MOTION: #2020-135</b> Resolved THAT the Board of Directors accepts the 2021 Proposed Budget report FA17-20, as previously approved through resolutions FA #2020-18-A, FA #2020-18-B, FA #2020-18-C, and FA #2020-18-D.
	<b>8.2 B27-20 Strategic Plan – Mission, Values and Goals</b>  <b>MOTION: #2020-136</b> THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the first draft of the strategic plan for approval, including the vision, mission, values, and goals.
	<b>8.3 B26-20 Approval of NDHC By Laws</b>  <b>MOTION: #2020-137</b> THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the NDHC Board By-law #1 and By-law #2 amendments by resolution; as Service Manager and Shareholder of the Nipissing District Housing Corporation (NDHC).
	<b>8.4 Move In Camera</b>  <b>MOTION: #2020-138</b> THAT the District of Nipissing Social Services Administrative Board (DNSSAB) moves in-camera at _____ to discuss a matter involving labour relations and instruction to be applied to a negotiation.
	<b>8.5 Adjourn In Camera</b>  <b>MOTION: #2020-139</b> THAT the District of Nipissing Social Services Administrative Board (DNSSAB) adjourns in-camera at _____.
	<b>8.6 Accept In Camera</b>  <b>MOTION: #2020-140</b> THAT the District of Nipissing Social Services Administrative Board (DNSSAB) approves the action/direction agreed to in-camera.

Item	Topic
9.0	<p><b>OTHER BUSINESS/CORRESPONDENCE</b></p> <p><b>Meeting Calendar 2021</b></p> <p><b>MOTION: #2020-141</b></p> <p>That the Board approves the potential meeting dates as noted in the 2021 Board Meeting Calendar as per Section C; 14.5 of the DNSSAB By Laws.</p>
10.0	<p><b>NEXT MEETING DATE</b></p> <p>Wednesday, January 27, 2020 at 11:00 AM or directly following the adjournment of the Community Service Committee.</p>
11.0	<p><b>ADJOURNMENT</b></p> <p><b>MOTION: #2020-142</b></p> <p><i>Resolved</i> THAT the Board meeting be adjourned at _____.</p>



## MINUTES OF PROCEEDINGS

### REGULAR BOARD MEETING – NOVEMBER 25, 2020

10:30 AM VIA ZOOM (or directly following the Finance and Administration Committee)

#### **MEMBERS PRESENT:**

Councillor Mac Bain – (North Bay)

Councillor Terry Kelly (East Ferris)

**Councillor Mark King - Chair (North Bay)**

Councillor Chris Mayne (North Bay)

Councillor Dave Mendicino (North Bay)

Mayor Dan O'Mara (Temagami)

**Councillor Dan Roveda Vice Chair (West Nipissing)**

Councillor Scott Robertson (North Bay)

Representative Amanda Smith (Unincorporated)

Councillor Bill Vrebosch (North Bay)

#### **REGRETS:**

Mayor Dean Backer (East Nipissing)

Mayor Jane Dumas (South Algonquin)

#### **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

Stacey Cyopeck, Manager, Housing Programs

Pierre Guenette, Manager, Housing Operations

Lynn Demore-Pitre, Director, Children's Services

Michelle Glabb, Director, Social Services and Employment

Dawn Carlyle, Project Manager

**CALL TO ORDER**

**Resolution No. 2020-117**

**Moved by:** Bill Vrebosch

**Seconded by:** Terry Kelly

Resolved THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of November 25, 2020 at 10:34 AM.

The regular Board Meeting was called to order at 10:34 AM by Chair Mark King.

***Carried.***

**DECLARATION OF CONFLICTS OF INTEREST**

Bill Vrebosch declared a conflict of interest in an in-camera item, as this item may involve a family member (daughter) who is on staff. Amanda Smith declared a conflict with item 8.2 for Reaching Home funding as her employer is listed as one of the funding recipients.

**CHAIR'S REMARKS**

The Chair thanked all organizations (CCNB, NMHHSS, NBIFC and LIPI) that have been working together to support people who are homeless during this challenging time. He noted that DNSSAB's staff is putting together an application for Rapid Housing funding (federal) and that MP Anthony Rota is supportive in this application. He noted that systems are in place but the lack of support dollars is increasing pressure on this organization.

**ADOPTION OF THE AGENDA**

**Resolution No. 2020-118**

**Moved by:** Dan Roveda

**Seconded by:** Amanda Smith

**That the Board accepts the agenda for the Regular Board meeting of November 25, 2020.**

***Carried.***

**APPROVAL OF MINUTES**

**Resolution No. 2020-119-A**

**Moved by:** Dan O'Mara

**Seconded by:** Dave Mendicino

**THAT the Board adopts the minutes of the proceedings of the Regular Board meeting of November 25, 2020.**

*Carried.*

**Resolution No. 2020-119-B**

**Moved by:** Scott Robertson

**Seconded by:** Chris Mayne

***Resolved* THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of November 25, 2020.**

*Carried.*

**DELEGATIONS**

There were no delegations.

**CAO VERBAL UPDATE**

**Resolution No. 2020-120**

**Moved by:** Chris Mayne

**Seconded by:** Dave Mendicino

**That the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Report for November 25, 2020.**

CAO Catherine Matheson noted DNSSAB is engaging with partners locally, provincially and nationally on upcoming opportunities. The DNSSAB work and focus has not changed, with continued EOC weekly meetings, working with staff and the senior team to stay on top of issues and move on priorities. DNSSAB has been successful with provincial relationships regarding SSRF funding and is exploring federal Rapid Housing funding regarding modular units (closing Dec. 31). The proponents who submitted responses to the EOI have each been informed of the application for Rapid Housing so that they can apply.

*Carried.*

**CONSENT AGENDA**

**MOTION: #2020-121**

**Moved by:** Terry Kelly

**Seconded by:** Dan O'Mara

**That the Board (DNSSAB) receives briefing note HS39-20 for information.**

**7.1 HS39-20 Social Services Relief Fund – Phase 2 Allocations**

*Carried*

**MANAGER'S REPORTS**

**B20-20 Emergency Medical Services (EMS) Defibrillator Request for Proposal (RFP)**

**RESOLUTION: #2020-122**

**Moved by:** Amanda Smith

**Seconded by:** Dan O'Mara

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives briefing note B20-20, outlining the 2020 EMS Defibrillator RFP process and anticipated future costs, and approves the process outlined in this report.**

*Carried*

**HS37-20 Reaching Home Covid-10 Economic Response Funding**

**RESOLUTION: #2020-123**

**Moved by:** Scott Robertson

**Seconded by:** Dave Mendicino

[Amanda Smith's conflict was noted for this item.]

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives for approval report HS37-20 regarding the Reaching Home COVID-19 Economic Response Funding, and directs staff to enter into agreements with the successful proponents, as recommended by the Nipissing District Housing and Homelessness Partnership (NDHHP).**

*Carried*

**HS38-20 LBS – Capital Costs**

**RESOLUTION: #2020-124**

**Moved by:** Dan Roveda

**Seconded by:** Chris Mayne

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) accepts report HS38-20 outlining the total capital expenditures for the Low Barrier Shelter, and; Approves additional allocations from the SSRF Phase II, through underspends in other categories and/or from DNSSAB year-end surpluses, for contractor costs specific to the COVID-19 responsive 21-bed low-barrier shelter located at 590 Chippewa Street.**

***Carried***

**Nipissing District Housing Corporation (NDHC) Shareholder Declaration**

**RESOLUTION: #2020-125**

**Moved by:** Terry Kelly

**Seconded by:** Bill Vrebosch

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) authorizes the termination of the NDHC Shareholder Declaration, in accordance with Resolution 2017-20, and the DNSSAB's signing officers authorize in writing the termination.**

***Carried***

**Move in Camera**

**RESOLUTION: #2020-126**

**Moved by:** Chris Mayne

**Seconded by:** Dave Mendicino

[Bill Vrebosch's conflict was again noted for an item in-camera regarding labour relations.]

**THAT the District of Nipissing Social Services Administrative Board (DNSSAB) moves in-camera at 10:54 to discuss matters involving:**

**Labour Relations; Information Supplied in Confidence; Identifiable individual.**

***Carried.***

**IN CAMERA MINUTES ARE FILED SEPARATELY**

**Adjourn In Camera**

**RESOLUTION: #2020-127**

**Moved by:** Amanda Smith

**Seconded by:** Dan O'Mara

**That the District of Nipissing Social Services Administrative Board (DNSSAB) adjourns in-camera at 12:06 PM.**

*Carried.*

**Approve in Camera**

**RESOLUTION: #2020-128**

**Moved by:** Chris Mayne

**Seconded by:** Amanda Smith

**That the District of Nipissing Social Services Administrative Board (DNSSAB) approves the action/direction agreed to in-camera.**

*Carried.*

**NEW BUSINESS**

It was noted that the date for meetings in December has been moved to December 16<sup>th</sup>. The Finance and Administration meeting will start at 11:00 AM or as soon as the NDHC Board meeting has ended. The DNSSAB Meeting will follow the Finance and Administration meeting.

**NEXT MEETING DATE**

Wednesday, December 16, 2020

**ADJOURNMENT**

**Resolution No. 2020-129**

**Moved by:** Scott Robertson

**Seconded by:** Terry Kelly

**RESOLVED that the Board meeting be adjourned at 12:09 PM.**

***Carried.***

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MARK KING  
CHAIR OF THE BOARD

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CATHERINE MATHESON  
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

## MINUTES OF PROCEEDINGS

### FINANCE AND ADMINISTRATION COMMITTEE MEETING WEDNESDAY, SEPTEMBER 23, 2020 9:30 AM VIA ZOOM

#### **MEMBERS PRESENT:**

##### **Councillor Mark King - Chair (North Bay)**

Councillor Chris Mayne (North Bay)

Councillor Dave Mendicino (North Bay)

Mayor Dan O'Mara (Temagami)

Councillor Scott Robertson (North Bay)

##### **Councillor Dan Roveda - Vice Chair (West Nipissing)**

Representative Amanda Smith (Unincorporated)

Councillor Mac Bain – (North Bay)

Councillor Bill Vrebosch (North Bay)

#### **REGRETS:**

Mayor Dean Backer (East Nipissing)

Mayor Jane Dumas (South Algonquin)

#### **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, Manager, Housing Programs

Pierre Guenette, Manager, Housing Operations

Justin Avery, Manager of Finance

Dawn Carlyle, Project Manager

## **CALL TO ORDER**

The Finance and Administration Committee was called to order at 9:31 AM by Chair Mark King.

## **DECLARATION OF CONFLICTS OF INTEREST**

Conflicts related to item 5.1- Q3 Financial Report by the following:

**Bill Vrebosch** – any discussion involving Ontario Works as his daughter is an employee

**Mac Bain** – any discussion involving indigent funerals as he is a Funeral Director

**Amanda Smith** – any discussion involving the Healthy Communities Fund as her employer receives funding from this program.

## **CHAIR'S REMARKS**

The Chair will provide opening remarks at the DNSSAB Board meeting.

## **ADOPTION OF THE AGENDA**

### **RESOLUTION: FA #2020-11**

MOVED BY: Dave Mendicino

SECONDED BY: Dan Roveda

That the agenda for the Finance and Administration Committee is accepted as presented.

***Carried.***

## **DELEGATIONS – None**

## **Consent Agenda**

### **RESOLUTION: FA #2020-12**

MOVED BY: Dan Roveda

SECONDED BY: Dan O'Mara

That the Committee receives for information purposes Consent Agenda item 5.1.

### **5.1 FA16-20 Year-to-date (YTD) Financial Report, January 1 to September 30, 2020**

Finance Manager Justin Avery provided members with an overview of the Q3 report and touched on estimated surpluses to year end and where future pressures may lie.

When asked about using the surplus to lower the levy to municipalities, Justin brought up Briefing Note FA13-20 New Reserves Policy and Annual Reserves Report that was presented to the Committee in September 2020. This report described that DNSSAB's reserves were underfunded. Currently, the DNSSAB has the lowest reserve level relative to the total budget of all northern DSSABs. There was also member discussion about the ability to pay for future costs related to the Low Barrier Shelter once funding runs out at the end of March 2021.

***Carried.***

## **MANAGERS REPORTS**

### **Move In Camera**

#### **RESOLUTION: FA #2020-13**

MOVED BY: Amanda Smith

SECONDED BY: Scott Robertson

THAT the Finance and Administration Committee moves in-camera at 9:53 to discuss a matter of negotiation.

***Carried.***

**In Camera minutes are filed separately.**

### **Accept In Camera**

#### **RESOLUTION: FA #2020-15**

MOVED BY: Dan Roveda

SECONDED BY: Chris Mayne

THAT the Finance and Administration Committee approves the action/direction agreed to in-camera.

***Carried.***

## **OTHER BUSINESS**

There was no other business.

## **NEXT MEETING DATE**

Wednesday, December 16, 2020 at 9:30 AM.

**ADJOURNMENT**  
**RESOLUTION FA#2020-16**

**Moved by:** Dan O'Mara  
**Seconded by:** Dan Roveda

*Resolved* That the Finance and Administration Committee meeting be adjourned at 10:23 AM.

***Carried.***

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MARK KING  
CHAIR OF THE BOARD

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CATHERINE MATHESON  
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

## BRIEFING NOTE B25-20

For information    For Approval

**Date:** December 16, 2020

**Purpose:** **Rural Ontario Municipalities Association (ROMA) Virtual Conference 2021**

**Prepared by:** Melanie Shaye, Director of Corporate Services

**Reviewed by:** Catherine Matheson, CAO

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### FOR INFORMATION

This brief is for information purposes, with regards to the Board delegations at the January 2021 virtual ROMA conference.

### BACKGROUND

ROMA hosts a conference every year to engage political and municipal leadership and other stakeholders. The 2021 conference will be an opportunity to understand issues impacting rural communities such as broadband, community safety and well-being plans, community paramedicine, and more. The 2021 conference is being held virtually, January 25-26, 2021, in recognition of the unprecedented pandemic the Province is currently working within.

The DNSSAB Board will use the ROMA conference as an opportunity to advocate for DNSSAB programs and public policy.

### BOARD PROGRAMS FOR ROMA DELEGATION

The DNSSAB has requested delegations with the Ministry of Education, Ministry of Municipal Affairs and Housing, Ministry of Children, Community and Social Services, and the Ministry of Health. Notification of actual delegations received will arrive in

January 2021. The DNSSAB will include in their message to the Province the importance of considering the perspective of both service providers and clients in their larger planning for the future state of social services delivery in the Province.

Delegation requests, by department, are summarized below.

### **Children's Services- Ministry of Education**

Issue: Planned changes to Ministry of Education funding will significantly increase the municipal share for the delivery of licensed child care costs and could have adverse effects on service delivery standards.

Impact: The DNSSAB's estimated levy increase related to the delivery of services provided by the Children's Services Department in 2021 is 1.8% (\$370,000). The estimated impact for 2022 has not yet been calculated.

**Ask: Reverse the planned changes for 2021 and 2022 related to administration and cost sharing requirements.**

Detail: Starting January 1, 2020 service system managers are required to cost-share the operating component of child care expansion plans at the provincial/municipal split of 80/20. In 2021, in addition to the current municipal contribution for child care expansion, municipalities will also be required to fund 50% of the cost related to administering licensed child care programs. This means a 1.8% levy increase or \$370,000 added budgetary pressure in DNSSAB's Children's Services alone.

In 2022, the maximum amount that service managers can spend on administering licensed child care programs is being reduced to 5% (from 10%) in addition to the ongoing cost sharing requirements previously introduced.

The DNSSAB is the designated child care and early years services system manager responsible for planning and managing licensed child care services and EarlyON Child and Family Centres throughout the Nipissing district. This change could threaten the ability to sustain the level of support provided to our rural communities in assuring the delivery of the quality of child care and early learning experiences, enhance system integration and strategic leadership. The reduction could also mean increased costs to municipalities to support current service delivery standards.

### **EMS- Ministry of Health**

Issue: Independent patient transport services are placing undue stress on EMS services.

Impact: EMS services are struggling to meet their Emergent and Urgent transport guidelines.

Ask: **Additional funding from the Ministry of Health would assist in the recruitment of non-emergent patient transfer services.**

Detail: Due to limited resources, independent patient transport services continues to be an added stressor on Emergency Services. This issue has been increased with the COVID-19 pandemic as many local resources such as Red Cross – PATH program have reduced or suspended services. Larger centres have the volume of patient transfer requests to support patient transport services outside of their local EMS providers.

Regional Hospitals in North-Eastern Ontario may only offer certain specialized testing and/or treatment, which means patients need to be transported, however they do not meet Emergent or Urgent transport guidelines. This adds additional stress on an already lean EMS provision of services in many areas. Additional funding would assist in recruitment of non-emergent patient transport services as they are a primary source of requests for these patients, secondary only to inter-facility transfers.

### **Housing Programs- Ministry of Health**

Issue: Mental health and addiction challenges touch individuals across the Nipissing District.

Impact: Sustainable Ministry of Health funding for supports housing are a critical gap in service delivery.

Ask: **Additional targeted Ministry of Health funding would provide necessary supportive housing to those experiencing mental health and addiction challenges in the Nipissing District, as well as to provide sustainable financial support to the District's low-barrier shelter which was opened given SSRF during the COVID situation.**

Detail: The complex mental health and addictions challenges in the Nipissing District require a sustainable solution. This includes providing safe and supportive housing. The DNSSAB and community partners are currently working to create a collaborative response that would identify the range of supportive housing funding required from the Province of Ontario to support the most vulnerable in the community.

There is frequently an intersection between mental health and addictions challenges and those experiencing homelessness. With respect to demand for services, based on preliminary point-in-time homelessness counts, the Nipissing District has experienced a 61% increase (from 2018 to 2020) of those experiencing homelessness. There is one shelter bed for every 4,376 citizens, which is the lowest per capita ratio among all major North Ontario Urban Centres.

The request for supportive housing funding comes with the knowledge that supportive housing is essential in order to create a path towards rehabilitation and recovery.

### **Housing Programs- Ministry of Municipal Affairs and Housing**

Issue: The only low-barrier shelter in the District, located in the City of North Bay, does not have sustainable funding.

Impact: Without sustainable funding, the low-barrier shelter will cease to exist as of April 1, 2021, returning homeless individuals to the streets.

**Ask: The DNSSAB is requesting the Ministry of Municipal Affairs and Housing provide continued SSRF or permanent funding to operate the low-barrier shelter beyond April 1, 2021.**

Detail: The DNSSAB has already gratefully received two allocations of SSRF funding from the Province. The DNSSAB requires long-term, sustainable funding to support the low-shelter. Based on preliminary point-in-time homelessness counts, the Nipissing District has experienced a 61% increase (from 2018 to 2020) of those experiencing homelessness. There is one shelter bed for every 4,376 citizens, which is the lowest per capita ratio among all major North Ontario Urban Centres.

The low-barrier shelter fills an important gap in the community, and without sustainable funding it will cease to exist.

### **Ontario Works- Ministry of Children, Community and Social Services**

Issue: The modernization of social services delivery does not fully contemplate the needs of individuals with barriers, particularly those falling into the Life Stabilization category.

Impact: Without addressing the root cause issues of those individuals with barriers, the modernization strategy will be less likely to be successful.

**Ask: To effectively assist recipients in overcoming their challenges, coordination, effective case management and assistance with service navigation is necessary.**

Detail: Modernization is often associated with automated solutions with little to no in-person contact. As a significant number of social assistance recipients face multiple and complex barriers to employment such as mental health, addiction, trauma, and homelessness, a better understanding of where the needs of these individuals are represented in the modernization strategy is required.

## **NEXT STEPS**

Staff will prepare briefing notes for the DNSSAB delegations in preparations for meetings with Ministry representatives.

A Board Report will follow the conference, summarizing the delegation interaction.

## BRIEFING NOTE EMS05-20

For Information    For Approval

**Date:** December 16, 2020

**Purpose:** EMS Community Paramedicine Program

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

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATION

That Report EMS05-20 concerning the Nipissing EMS Community Paramedicine program is received by the Board as an update and for information purposes.

### BACKGROUND

The Community Paramedicine (CP) program was established in Nipissing District in 2014 after a successful application to the Ministry of Health and Long-Term Care (MOHLTC) for funding to implement a local CP pilot program. Based on the pilot's successful implementation and results, the ministry (through the North East Local Health Integration Network) has continued to fund the Nipissing CP program on an annual basis.

The Nipissing CP program is primarily targeted to senior citizens although vulnerable populations of all ages can benefit from the program. The main goals of community paramedicine are to help people stay at home and out of the hospital while improving their quality of life. Bridging service delivery gaps in the health sector and providing people with education surrounding their health are additional program goals. Benefits from the CP program also accrue to the provincial health care system through a reduction in unnecessary emergency room visits and hospital admissions, and diversion from long-term care facilities.

Additional CP program details can be referenced in the CP brochure in the Appendix or on the EMS page of the DNSSAB website:

[Paramedicine Program - Emergency Medical Services - DNSSAB](#)

The Nipissing CP program currently operates with one primary care paramedic who visits with patients that are referred from EMS 911 calls or other community agencies and organizations including the NE LHIN, Gateway Hub Table, and various doctors' offices. During the recent fiscal reporting year (Apr. 2019-March 2020), the CP paramedic visited 446 people (either face-to-face or via phone, email, etc.) and made 269 patient referrals to community agencies and organizations for various patient supports and services. Additionally, 1,127 patients attended a one-to-one CP education clinic during the year while 204 patients attended group education clinics (the patient counts include duplicates, i.e., those who may attend clinics more than once).

## **CURRENT STATUS**

### *Enhanced Community Paramedicine Program Funding*

Recently, the Province was accepting funding proposals to enhance CP programs that are targeted to senior citizens and the Long-Term Care sector. Nipissing Paramedic Services submitted an application for a short-term CP expansion initiative with a project budget of \$73,668.62. The application was successful and Nipissing EMS will be operating the enhanced CP program in Nipissing District over a five-month period.

The enhanced CP program is a collaboration between the Nipissing EMS community paramedicine program, and the respective departments of family and emergency medicine at the North Bay Regional Health Centre. The program could expand to also include the care coordinators from the NE LHIN.

The goal of the enhanced CP program is to provide urgent primary care to senior citizens living in the community, and decrease the number of visits to the hospital and emergency department for health conditions that are otherwise preventable. To achieve this goal, a community paramedic will work with a registered nurse to provide seniors with urgent primary care, with a priority for those who do not have primary care givers. The community paramedic and nurse will also enhance support and services for community crisis designated patients of the NE LHIN's Home and Community Care Program (who are on the long-term care waiting list) and to complex patients who, if hospitalized, would likely end up occupying an Alternate Level of Care (ALC) bed.

The project budget will go towards the hiring of an additional advanced care community paramedic and registered nurse for five months and the related health equipment and supplies.

### *Ontario Expands Existing Community Paramedicine Programs to Long-Term Care*

Further to the above CP program enhancement and more recently, the province is entering another phase of expanding local CP programs in to the Long-Term Care sector. The Ministry of Health is seeking expressions of interest for existing CP programs to expand their programs to include long-term care. The expression of interest is open to communities that have existing CP programs that are funded through their respective Local Health Integration Network (LHIN). Based on the eligibility criteria, 29 communities in Ontario, including Nipissing District, are being invited to submit expressions of interest for CP program expansion.<sup>1</sup>

At the time of this writing, DNSSAB and Nipissing paramedic staff are looking at the provincial guidelines for the submissions and intend to submit an expression of interest as per the above. While the project proposal and details are unknown at this time, the expression of interest will likely build upon the enhanced CP program described earlier to extend the program beyond five months. The provincial submission will include a project proposal, budget, and implementation plan, and outline how the Nipissing CP program will be administered given the larger scope.

The above serves as a community paramedicine program update and staff will keep the Board apprised of further developments in this area, as they unfold.

<sup>1</sup> Other eligibility criteria includes the following:

- Existing community paramedicine programs can be expanded quickly to meet the needs of the target LTC-related population.
- The LHIN is supportive and committed to maximizing local resources rather than replacing or duplicating existing or new resources from other community paramedicine programs.
- There is existing local community paramedicine provider capacity, specifically advanced care paramedics, without risk to emergency medical services.

## APPENDIX

## The Community Paramedicine Initiative

Nipissing District Paramedic Services is working with the Ministry of Health, local hospitals, and community services to provide mobile healthcare in North Bay, West Nipissing, Mattawa, and Temagami, to promote sustainable independence within your home.



### Program Objectives

1. Contribute to the overall quality of life for people living at home
2. Provide education to people regarding their health
3. Help bridge health service delivery gaps in the community
4. Keep patients where they want to be: at home and out of the hospital

## Community FAQ

*Do I have to pay for this service?*

All of our services are free to the patient.

*How will clients be selected?*

Clients are selected for our services based on referrals from the hospital, family physicians, nurse practitioners, other community services and paramedics following ambulance transports.

*Are clients required to travel?*

There is no travel required; we come to you!

*What personal information is required?*

We require all current and past health information. We also obtain consent to share specific information with other Care Providers and Community Partners and Services to ensure robust coordination of care.



### District of Nipissing Community Paramedicine

1715 Seymour Street  
North Bay, ON P1A 0C6  
Phone: 705-474-5750 x 2226  
Fax: 705-474-7712



District of Nipissing  
Paramedic Services

## Community Paramedicine

Keeping you  
where you want to be.



## Home Visits

The backbone of the Community Paramedicine Program is home visits.



What you can expect from a home visit with your community paramedic:

- Vital signs assessment including blood pressure, oxygen and blood sugar levels, pulse, ECG, and temperature
- Support in managing your health so you can continue living at home safely
- Chronic disease education and medication review
- Hazard identification in your home and suggestions for how to manage them
- Referrals to helpful community resources when additional help is required

## Wellness Clinics

The Community Paramedicine Program holds monthly wellness clinics for larger groups of people.

These clinics allow participants to have their vitals monitored such as blood pressure, oxygen levels, pulse, and temperature. Privacy is always ensured.



Your community paramedic can also answer any health-related questions or concerns you might have during this time or refer you to the appropriate resource.

Participants are provided with a 'wellness passport' that they can track vitals and show other medical providers at future appointments.

## Community Referrals

We understand we are only one piece of the community care puzzle. That is why we send referrals to, and collaborate with, numerous agencies, organizations and individuals to ensure patients are well supported at home.



To name a few:

- Home care
- Physiotherapy
- Occupational therapy
- Crisis Center
- Seniors' Mental Health
- Community Counselling
- Family Practitioners
- Lifeline
- Social Work
- Detox

## BRIEFING NOTE EMS06-20

For Information    For Approval

**Date:** December 16, 2020

**Purpose:** Paramedic Memorial Bell

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

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATION

That Report EMS06-20 concerning the Paramedic Memorial Bell is received by the Board for information purposes.

### BACKGROUND

The Paramedic Memorial Bell pays tribute to the Paramedics that have died in the line of duty across Canada. There are 52 names that adorn the bell honouring each and every one of them. The Paramedic Memorial Bell is typically honoured yearly at the opening and closing ceremony of the Tour Paramedic Ride held annually with a bike tour from Toronto to Ottawa. This year due to the Pandemic, the ride was organized virtually and the association decided to take this opportunity to coordinate the Paramedic Memorial Bell to tour the Province including a visit to Nipissing District.

On November 21, 2020 the Paramedic Memorial Bell was handed off from York Region to Nipissing District and the following day (November 22) a virtual ceremony was hosted at North Bay's main station (Seymour base). During the ceremony the Bell was ushered in under the direction of Nipissing District Paramedics Honour Guard and Bag Pipes. Each of the names on the bell was read by a member of the District Paramedic Service and after each name the bell was rung to remember those that have made the supreme sacrifice. At the end of the reading of the names there was a moment of silence with the final ringing of the bell to recognize those that had succumbed to suicide and the effects of PTSD. Board Chair Mark King and Hon. Anthony Rota paid respect to the fallen with

some brief and inspirational words. The ceremony came to a close with a ceremonial honour drum from Roger Assiniwe of the Wikwimekong First Nation.

Following this ceremony, the next few days were spent with the Paramedic Memorial Bell touring Nipissing District to ensure all Paramedics were given the opportunity to pay their respects. On November 25, 2020 the Paramedic Memorial Bell was entrusted to Kawartha Lakes Region.

A special thank you to the many volunteers and in particular the Nipissing District Paramedic Honour Guard for the selfless donation of time and effort to facilitate this grand event.

### Memorial Bell Photos:

#### **The memorial bell is received from York Region (Nov. 21, 2020)**



## North Bay Memorial Bell Ceremony



## Memorial Bell West Nipissing



**Memorial Bell Temagami**



**Memorial Bell Mattawa**



## Memorial Bell South Algonquin-Whitney



### Memorial Bell Media:

[Fallen paramedics honoured in North Bay | CTV News](#)

[Paramedics honoured in North Bay ceremony | North Bay Nugget](#)

[District of Nipissing Paramedic Services honoured to be stop on Paramedic Memorial Bell tour - BayToday.ca](#)

[Paramedic Memorial Bell makes a stop in Temagami | The Star](#)

## BRIEFING NOTE HS40-20

For information or  For Decision or  For Approval

**Date:** December 16, 2020

**Purpose:** Emergency Shelter Update

**Prepared by:** Stacey Cyopeck, Manager, Housing Programs

**Reviewed by:** Catherine Matheson, CAO

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### Recommendation:

That the District of Nipissing Social Services Administration Board (DNSSAB) receives for information report HS40-20, which provides an update on Emergency Shelter Capacity in North Bay.

### Background:

The COVID 19 pandemic has significantly impacted capacity within the shelter system in North Bay:

- **March 17<sup>th</sup>, 2020** - a State of Emergency was declared in Ontario in response to the emergence of COVID-19.
- **March 17<sup>th</sup>, 2020** – Crisis Centre North Bay (CCNB) drops capacity from 21 beds to 12 to meet physical distancing requirements.
- **April 1, 2020** - In response to the State of Emergency, a temporary low-barrier shelter was established at the YMCA in North Bay. Nipissing Mental Health Housing and Support Services (NMHHSS) served as the shelter operator.
- **April 16<sup>th</sup>, 2020** - the emergency low-barrier shelter moved from the YMCA to the Pete Palangio Arena in order to increase capacity (60 beds) and have dedicated isolation space. Open 24/7.
- **June 29<sup>th</sup>, 2020** all new guests at Four Elms (CCNB) are required to undergo COVID-19 testing or isolate for 14 days before being admitted. While the client waits for COVID-19 test results, they are sent to emergency overflow hotels to isolate.

- **July 7<sup>th</sup>, 2020** – Pete Palangio Arena Shelter beds drop to 30 bed capacity and 12 hour overnight operating hours –this leaves Four Elms as the only 24 hour shelter. Four Elms housing staff continue to work with individuals from shelters to find housing.
- **August 10<sup>th</sup>, 2020** – Low Barrier Shelter moves to portables at Chippewa site – Capacity 12 beds – open 12 hours overnight
- **October 14<sup>th</sup>, 2020** – Low Barrier Shelter adds 9 beds for capacity of 21 – open 12 hours overnight
- **September 29<sup>th</sup>, 2020** Encampment #1 was dismantled. There were between 10 to 15 people living in tents at City Hall.
- **November 26<sup>th</sup>, 2020** Encampment #2 was dismantled. There were up to 30 people living in tents at City Hall at that time. The tent city lasted for roughly two weeks.

#### **Report:**

- Since the Province of Ontario declared a state of emergency on March 17, 2020. Shelters and support services have been constrained and challenged by the pandemic protocols. Emergency Shelters that are open 24 hours, such as CCNB's Four Elms and the Emergency Low Barrier Shelter, established first at the YMCA and then at Pete Palangio Arena, were expected to maintain all safety guidelines and physical distancing requirements for both guests and staff.
- CCNB's North Bay's Four Elms Residence provides 24/7 housing and programming to help guests be re-housed and maintain that housing.
- The Low Barrier Shelter, with supports provided by (NMHHSS), began as a Low Barrier Warming Centre and became an on-going, 24/7 Emergency Shelter when the pandemic began. In July of 2020, the Low Barrier Shelter at the Pete Palangio Arena dropped from 60 beds to 30 beds and from 24/7 with meals and supports on site, to 12 hours overnight cots and staffing, and the support and meal needs were met by community partners.
- Four Elms Residence and the Low Barrier Shelter have continued to work to develop collaborative referral processes to manage capacity and best match the needs of guests to the beds available.
- Figures 1 and 2, below, show a combined total of the variations in capacity and usage within the system for the Four Elms residence and the Low Barrier Shelter in reference to the dates and events listed in the Background above.

## Combined Capacity Statistics For Low Barrier and Four Elms Emergency Shelter Usage April - November 2020

Figure 1 - Shelter Capacity and Usage from April – November 2020 – Four Elms and Low Barrier Shelter

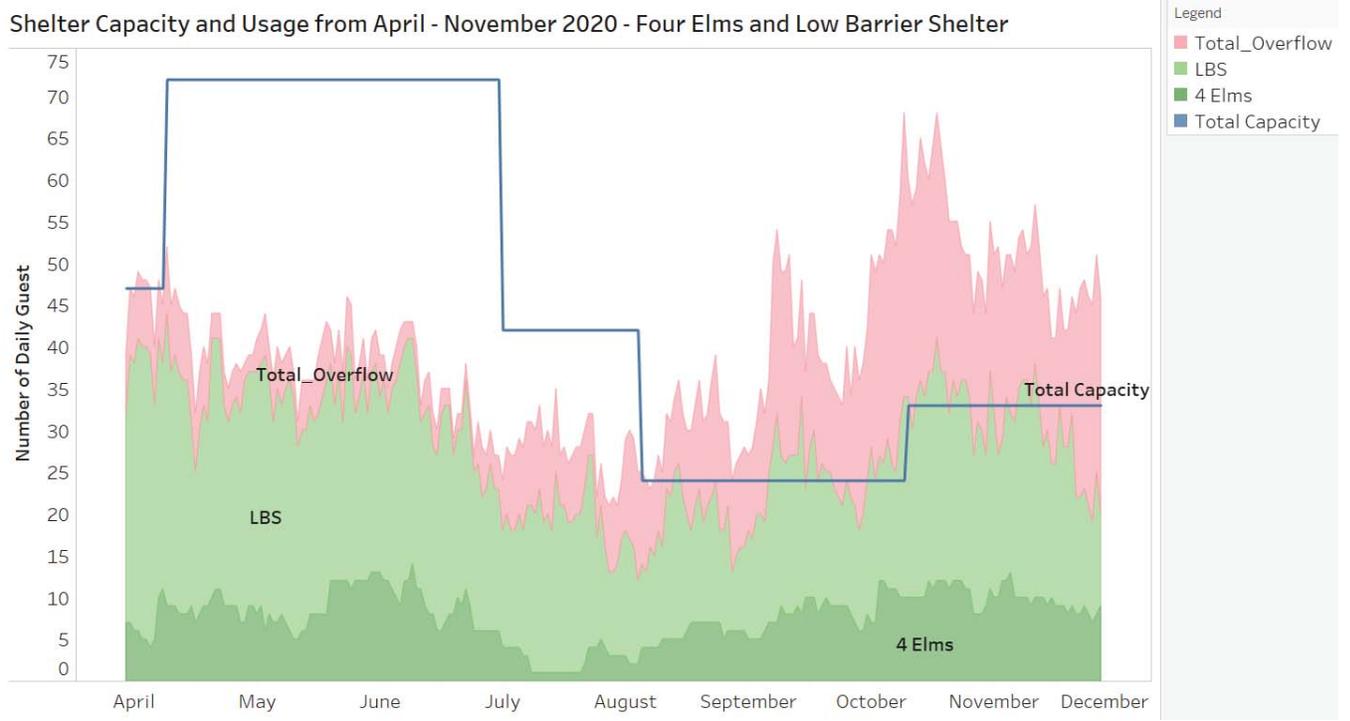
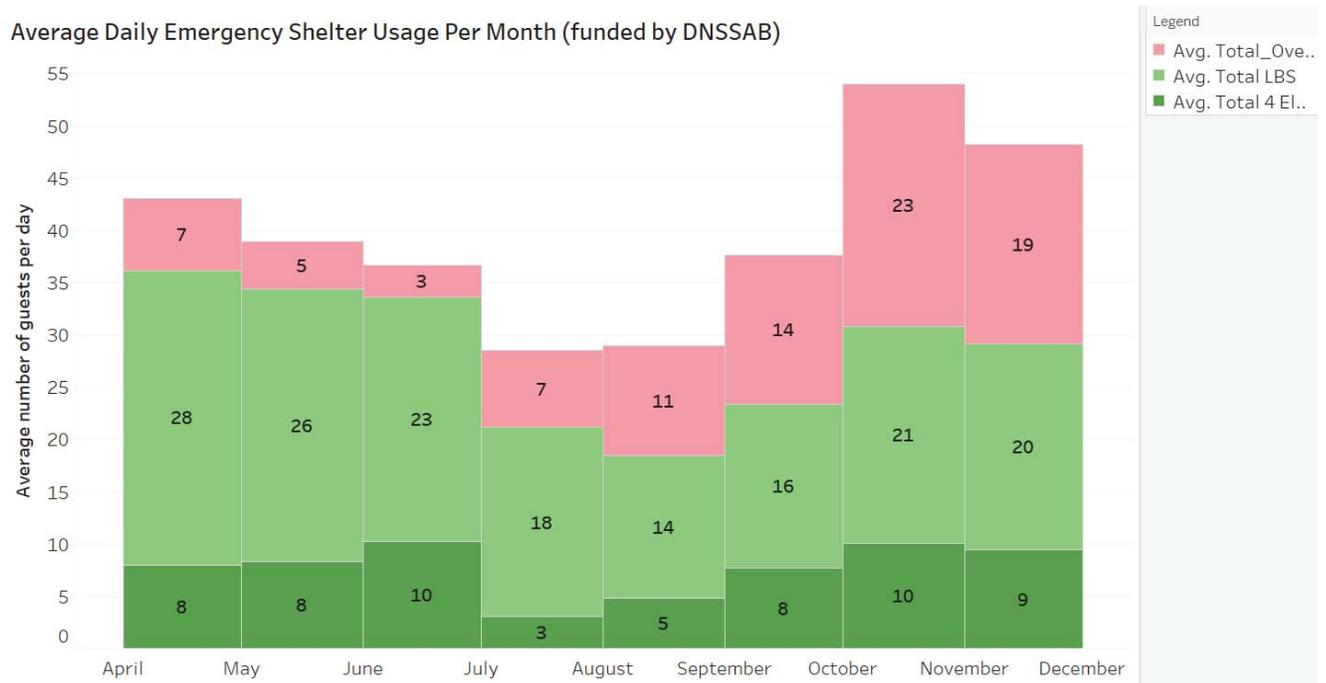


Figure 2 - Shelter Usage from April – November 2020 – Four Elms and Low Barrier Shelter



## Low Barrier Shelter Capacity and Hours of Operation

- While the Low Barrier Shelter was located at the Pete Palangio Arena in Phase 1, from April 16<sup>th</sup> to July 6, 2020, the shelter was open 24 hours a day and seven days a week.
- During the summer, the weather was conducive to people living in tents. Many of the fluctuations in shelter use are tied to changes in seasonal weather.

Figure 3 – Low Barrier Shelter Usage and Capacity April – November 2020

Low Barrier Shelter Usage and Capacity Since April 2020

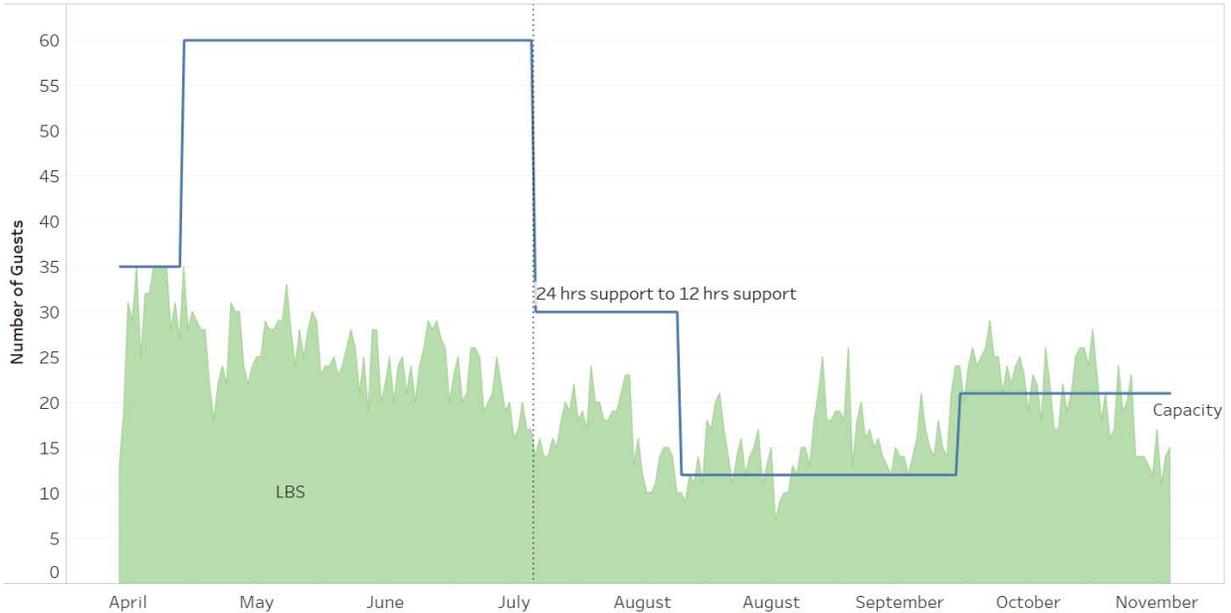


Figure 4 – Low Barrier Shelter Usage, Capacity, Locations and Hours April – November 2020

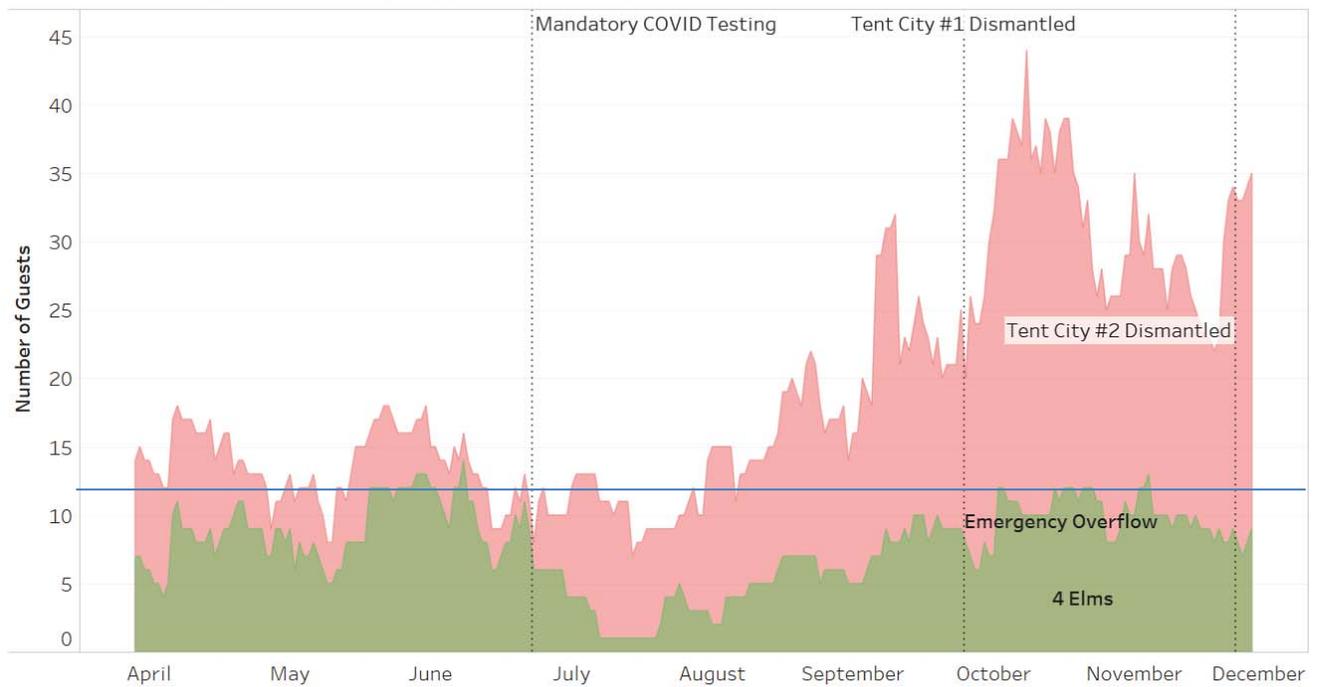
Low Barrier Shelter April – November 2020								
Location	Open Date	Close Date	Capacity	Hours Open/Day	Nightly Average	% of Time at Capacity	Min	Max
YMCA	April 1st 2020	April 15th 2020	35	24	29	33%	13	35
Pete Palangio Phase 1	April 16th 2020	July 6th 2020	60	24	25	0%	16	35
Pete Palangio Phase 2	July 7th 2020	August 9th 2020	30	12	17	0%	10	24
Chippewa Street Phase 1	August 10th 2020	October 13th 2020	12	12	12	69%	7	17*
Chippewa Street Phase 2	October 14h 2020	Current	21	12	21	68%	17	26*

\* More people stayed in the shelter some nights than how many cots were actually available because there are often nights when someone leaves in the middle of the night or gives up their cot to another person, which allows another person to use the cot.

- The bed capacity at Four Elms Residence dropped from 19 to 12 to support physical distancing and pandemic protocols on March 17<sup>th</sup>, 2020. Rooms with two beds could only be used for single guests unless from the same household unit. (Figure 5)

Figure 5 – Crisis Centre North Bay Four Elms Residence – Capacity and Overflow use April – November 2020

Crisis Center: Daily Shelter Usage & Overflow since April 2020



- Four Elms Shelter continues to be the only emergency shelter able to admit families and provide longer term shelter and housing supports for women fleeing violence.
- Capacity is affected not only by pandemic protocols but also by increased length of stay in shelter beds due to a shortage of appropriate and affordable housing. Guests at Four Elms may stay in the shelter until they have found appropriate housing.
- Four Elms housing support staff have continued to provide mobile housing supports and searches for all guests throughout the pandemic. Guests in overflow are seen within hotel settings for housing searches and provided with meals from the local soup kitchen.
- The capacity at Four Elms has been significantly impacted by the pandemic protocols and also by the increase of homeless individuals in North Bay and has led to an increased use of overflow beds in hotels and motels.

### Historical Shelter Bed Capacity and Trends

- In 2013 and 2019, an inventory of shelter beds for the District of Nipissing showed that the capacity had not changed in 6 years, apart from 8 beds added by Hope Awaits Ministries. (Figure 6)
- The only shelter beds for males were located in North Bay and were with Crisis Centre and Hope Awaits.

**Figure 6 – Shelter bed capacity within the District of Nipissing – 2013 and 2019**

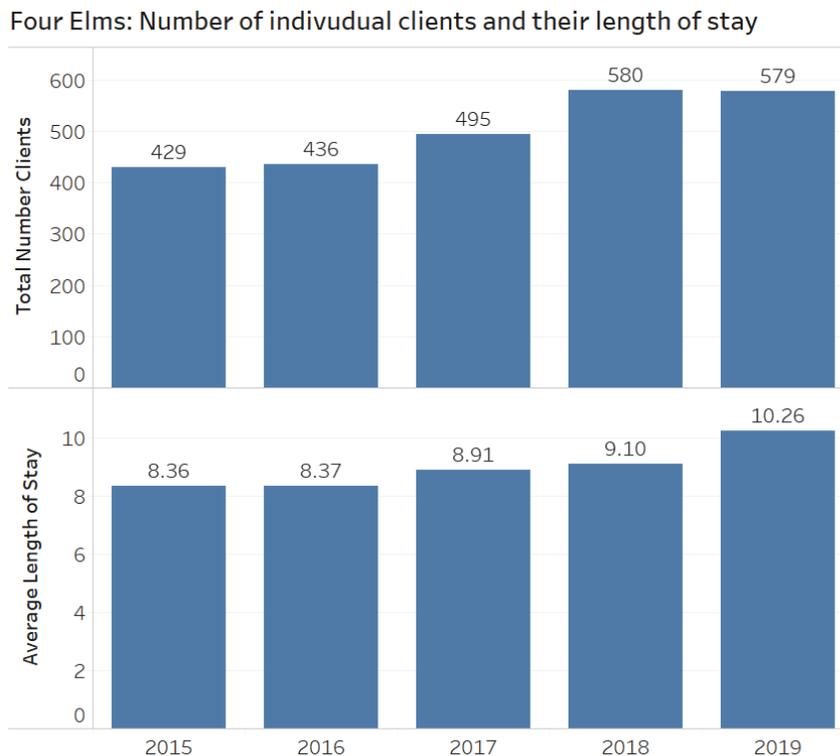
**10 Year Housing and Homelessness Plan**

Shelter and Transitional Beds District of Nipissing	2013		2019	
	# of Dwellings	# of Beds	# of Dwellings	# of Beds
<b>Emergency &amp; Violence Against Women Shelters</b>				
Crisis Centre North Bay (Four Elms Residence) *	1	19	1	19
Nipissing Transition House	1	20	1	20
Mattawa Women’s Resource Centre	1	10	1	10
Ojibway Women’s Lodge	1	10	1	10
Horizon’s Women’s Centre	1	10	1	10
Hope Awaits*	0	0	1	8
<b>Transitional Housing</b>				
Crisis Centre North Bay (Future’s Residence)	1	10	1	10

\* Shelters accepting adult males

- From 2015 to 2019, the number of guests admitted to the Crisis Centre Four Elms Residence increased steadily from 429 in 2015 to 579 in 2019 (Figure 7)
- The length of stay also increased from an average of 9.36 days to an average of 10.26 days (Figure 7)

**Figure 7 – Crisis Centre North Bay – Four Elms Residence Number of individual guests and length of stay 2015-2019**



## **Risks Identified:**

The capacity within the shelter system in the District of Nipissing has remained relatively unchanged for many years. The addition of the Low Barrier Shelter in April 2020 addressed concerns about shelter access for individuals, primarily males, with active mental health and addiction issues. The need for these beds has been identified in the 10 Year Housing and Homelessness Plan, the Community Plan for Reaching Home, and the report from the Mayor's Roundtable on Mental Health & Addictions. Additional provincial and federal funding as a result of the pandemic allowed for implementation of a Low Barrier Shelter to alleviate capacity issues in the community. However, an increase in the use of overflow beds has been due to the following pressures:

- A decrease in actual bed numbers at Crisis Centre North Bay due to physical distancing pandemic protocols
- A shortage of appropriate and affordable housing
- Weather as winter approaches

## **Mitigation:**

- As of December 14<sup>th</sup>, 2020, there will be Day Programming available 7 days a week: Monday to Friday at the Chippewa site of the Low Barrier Shelter, and Saturday and Sunday at the North Bay Indigenous Friendship Centre. This programming will offer both a warm place to be during the day until the Low Barrier Shelter opens in the evening, meals and connection to support services and assessment.
- Within the next year, a Coordinated Access system will be implemented using the Homeless Individuals and Families Information System (HIFIS) and a standardized prioritized assessment tool, the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). This will allow the creation of a shared, by-name list of homeless individuals waiting for support and housing and also provide accurate and timely data to use for planning.
- Early in 2021, funded through the Investment in Affordable Housing 2014 Extension, the first 16 units of the new Gateway House will open with supports through NMHHSS. This will provide stable, supported housing for 16 individuals who are currently homeless or at risk of homelessness and living with mental health or addiction issues.
- Phase 2 of the Gateway House has been funded through the Social Services Relief Fund and this will provide up to another 20 units of housing. To meet the funding requirements, this phase must be completed by December 31<sup>st</sup>, 2021.
- Phase 2 of the Reaching Home COVID-19 Economic Response Funding through Employment and Social Development Canada is providing funds to three organizations, Crisis Centre North Bay, Low Income People Involvement and the Gathering Place, to mitigate some of the financial and staffing pressures experienced by these providers and add to the homelessness supports provided in the community.
- The North Bay Regional Health Centre has opened 6 safe beds, 8 community Withdrawal Management Services beds, 2 transition beds, a telephone crisis line for

addictions and mental health, mobile Withdrawal Management Services that can work in collaboration with the Shelters in the area, and an addiction day/evening program.

**Conclusion:**

The DNSSAB will continue to advocate to all levels of government for sustainable funding for these very essential services.

## BRIEFING NOTE FA17-20

For information  For Approval

**Date:** December 16<sup>th</sup>, 2020

**Purpose:** 2021 Proposed Budget Report – (As Approved at Finance and Administration Committee)

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

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATIONS

Resolved THAT the Board of Directors accepts the 2021 Proposed Budget report FA17-20, as previously approved through resolutions FA #2020-18-A, FA #2020-18-B, FA #2020-18-C, and FA #2020-18-D.

### REPORT SUMMARY

The District of Nipissing Social Services Administration Board (DNSSAB) 2021 proposed budget has been developed with an emphasis on stable financial planning and maximizing service delivery. This is a prudent financial plan, which promotes continued excellence in client service with a continued desire to find efficiencies in service delivery and program planning.

### Base Budget

The 2021 base budget presents a municipal levy increase of \$179,246 (0.87%) with an overall increase in the budget from \$73,983,008 in 2020 to \$76,305,278 in 2021.

**DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD  
2021 BUDGET SUMMARY**

	2020 Forecast to Year End	2020 Budget	2021 Budget	Increase (Decrease)	2020 Municipal Share of Budget	2021 Municipal Share of Budget	Increase (Decrease)	%
Employment and Social Services	18,380,061	20,252,960	19,454,625	(798,335)	356,393	267,444	(88,949)	(24.96%)
Housing Services	17,546,571	16,254,819	18,390,109	2,135,290	8,506,714	8,315,291	(191,423)	(2.25%)
Children's Services	13,257,345	15,219,987	15,338,279	118,292	1,281,474	1,493,189	211,715	16.52%
EMS - Land Ambulance	11,221,077	11,111,527	11,603,004	491,477	5,560,440	5,781,192	220,752	3.97%
Program Delivery & Corporate Services	9,359,362	10,652,801	11,199,261	546,460	4,379,965	4,507,116	127,151	2.90%
Healthy Communities Fund	241,918	400,000	300,000	(100,000)	400,000	300,000	(100,000)	(25.00%)
Gateway Hub	354	90,914	20,000	(70,914)	20,000	20,000	-	0.00%
<b>Total</b>	<b>70,006,688</b>	<b>73,983,008</b>	<b>76,305,278</b>	<b>2,322,270</b>	<b>20,504,986</b>	<b>20,684,232</b>	<b>179,246</b>	
<b>% Increase (Decrease)</b>				<b>3.14%</b>	<b>% Increase</b>		<b>0.87%</b>	
2021 Provincial/Federal Share	54,662,051		71.64%					
2021 Municipal Share	20,684,232		27.11%					
2021 Repayments & Other Income	958,995		1.26%					
2020 Apportionment	20,504,986		27.72%					

The base budget maintains services at the 2020 level with the addition of service enhancements that the Board approved in 2020. Here are some highlights of the significant changes from the 2020 budget:

- Levy savings from the end of operating agreement for Au Chateau.
- Addition of 31 transitional housing units.
- Increase in Children's Services levy due the Expansion Plan cost sharing formula change.
- Savings in employment related expenses as a result of the pandemic.

Additional options as well as a recommended budget are detailed below.

**Options**

Staff has provided the following options to the Board for review:

**1. Base budget**

- \$179,246 (0.87%) levy increase as presented above.

## 2. Base Budget + EMS Direct Delivery Review (Recommended)

- Base budget plus additional resources for EMS direct delivery review. This results in an increase to the base budget levy of \$223,824 (1.09%) for a total levy increase of \$403,070 (1.97%). See details on the next page.

## 3. Emergency Shelter

- The costs to operate the emergency shelter are approximately \$100,000 per month for a 12 hour shelter and \$200,000 per month for a 24 hour shelter.
- SSRF Phase II funding is currently being used to fund the emergency shelter, however, this funding is required to be spent by March 31, 2021. There is no provincial or federal funding currently available to operate the emergency shelter beyond March 31, 2021.
- The increase on the levy to operate the emergency shelter for the remaining nine months of the year (April – December) would be \$900,000 (4.39%) for a 12 hour shelter or \$1,800,000 (8.78%) for a 24 hour shelter.

## 4. Reserve Contribution

- The current timeline to complete the construction of the additional 15 transitional housing units is June or July 2021. Therefore, only a half year of estimated costs for the additional 15 units are included in the 2021 budget. The savings of the half year of costs of approximately \$190,000 could be allocated to the Affordable Housing Reserve in 2021. This would increase the levy by 0.93%.
- The DNSSAB is currently pursuing affordable housing construction in the district through the Canada Mortgage and Housing Corporation's Rapid Housing Initiative (RHI). Although it is possible to get 100% capital funding through this program, it is likely that there would be a proponent contribution required. This is similar to most capital funding opportunities that arise in that they typically do not fund 100% of the costs. There is expected to be a second round of the RHI in 2021 and there is potential for additional funding opportunities over the next couple of years as provincial and federal governments attempt to stimulate the economy after the pandemic. It is important that the DNSSAB has the financial flexibility to respond to these opportunities as they often require the projects to be shovel ready, including the required proponent financial contributions.

## Recommended Option

At the Board's direction, staff have been investigating the option of EMS direct delivery. In order to proceed further with this analysis, additional in-house EMS expertise is required as well as finance resources. Therefore, staff have prepared this

recommended budget option to add an EMS Chief and Financial Analyst in 2021 to assist with a comprehensive direct delivery review and costing analysis. These additional resources are estimated to cost an additional \$223,824 (1.09%) which would be funded by the municipal levy. With this option, the total increase to the municipal levy total is \$403,070 (1.97%). The \$223,824 increase from the base budget is reflected in the program delivery section.

**DISTRICT OF NIPISSING SOCIAL SERVICES ADMINISTRATION BOARD  
2021 BUDGET SUMMARY**

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EMS - Land Ambulance	11,221,077	11,111,527	11,603,004	491,477	5,560,440	5,781,192	220,752	3.97%
<b>Program Delivery &amp; Corporate Services</b>	9,359,362	10,652,801	11,423,085	770,284	4,379,965	4,730,940	350,975	8.01%
Healthy Communities Fund	241,918	400,000	300,000	(100,000)	400,000	300,000	(100,000)	(25.00%)
Gateway Hub	354	90,914	20,000	(70,914)	20,000	20,000	-	0.00%
<b>Total</b>	<b>70,006,688</b>	<b>73,983,008</b>	<b>76,529,102</b>	<b>2,546,094</b>	<b>20,504,986</b>	<b>20,908,056</b>	<b>403,070</b>	
<b>% Increase (Decrease)</b>				<b>3.44%</b>	<b>% Increase</b>		<b>1.97%</b>	
<b>2021 Provincial/Federal Share</b>	<b>54,662,051</b>		<b>71.43%</b>					
<b>2021 Municipal Share</b>	<b>20,908,056</b>		<b>27.32%</b>					
<b>2021 Repayments &amp; Other Income</b>	<b>958,995</b>		<b>1.25%</b>					
<b>2020 Apportionment</b>	<b>20,504,986</b>		<b>27.72%</b>					

**NEXT STEPS**

After approval of the 2021 budget, staff will prepare the 2021 Municipal Apportionment which will be shared with municipalities upon completion and presented to the Board for information purposes at the January 2021 Finance and Administration Committee meeting.

## BRIEFING NOTE B27-20

For Information

For Approval

**Date:** December 16, 2020

**Purpose:** Draft Strategic Plan: Vision, Mission, Values, Goals

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

**Reviewed by:** Catherine Matheson, CAO

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### 1.0 RECOMMENDATION

That the Board receives the first draft of the strategic plan for approval, including the vision, mission, values, and goals.

### 2.0 BACKGROUND

Further to the Board strategic plan update in October, staff has now drafted the higher-level elements of the plan including the vision, mission, values, and goals. Although these components represent the more intangible and lofty parts of the plan, they are critical components as they provide the Board with a roadmap and set the future direction and focus. Additionally, the more tangible strategic priorities and action items to follow will be aligned with the vision and goals and will guide corporate decision-making, investments, and performance measurement in to the future. Thus, it is important that these components reflect the shared vision and direction of the Board and are confirmed at this point in the planning process.

### 3.0 STEPS TAKEN/ CURRENT STATUS

The draft strategic plan is attached in the appendix for review and Board approval. This first draft has largely been derived from the Board's input from the interviews as well as input from the senior management team. The plan has also been reviewed by the

strategic planning committee. The following are key points regarding the development of these strategic plan components:

### *Vision*

Based on the Board interviews, Board members are pleased with the current vision and feel it remains highly relevant, especially in view of the pandemic. However, there is also concern for vulnerable populations, the homeless, and mental illness and addictions – now and in the future – for consideration in the Board’s vision.

In view of the above, the existing vision was modified to reflect Board input. The new vision is similar to the previous (2014) one but has been modified to include a *sustainability* perspective. Thus, the new vision supports the Board’s continued ambition for a future with *healthy communities*, but implicitly expands to also include communities that provide social, economic, and environmental balance and opportunities, and are inclusive of all members of society including the marginalized and vulnerable. This is further captured in a new vision statement which speaks to economic security, social well being, and life engagement for all community residents.

### *Mission*

Similar to above, Board members are generally pleased with the existing corporate mission. Many feel that it has gained even more importance during the pandemic crisis which has exposed significant system weakness and shortcomings for those who are vulnerable and marginalized.

In anticipation of changes to the operating environment as the pandemic eventually subsides and a new remote-work model that is implemented, the corporate mission has been modified to refocus the organization on its core business of delivering human services in Nipissing District.

### *Values*

The values from the previous plan continue to represent the organization’s shared beliefs and principles and are being carried over into the new plan with slight changes made to the value statements. Implementing the new strategic plan offers an opportunity to reaffirm these values and commit to ‘living them’ and putting them in to practice.

### *Goals*

The strategic plan includes four, new overarching corporate goals to help successive Boards and staff stay focused on the ‘big-picture’ outcomes and results over a longer 20-year time horizon. Goal statements have also been drafted to provide further

definition and context for the goals while inspiring the Board, staff, and other stakeholders to take action.

The goals incorporate Board feedback on areas for long-term focus and are consistent with the vision and mission. Many would consider these to be 'stretch' goals intended to avoid short-term thinking, and concentrating more on the big picture and taking a relatively longer time to complete. Three of the goals face outwards to clients and the community while the other one faces inwards to organizational growth and development. Working to attain these goals will require a number of shorter-term strategic priorities and action items which are under development and will follow in the next draft plan (see also, Next Steps).

Regardless of how difficult, if not impossible, the future is to predict or the changes and events that lay ahead, the corporate goals will keep the DNSSAB fixed on the outcomes and results that matter over the long run.

#### **4.0 NEXT STEPS**

The remainder of the strategic plan will flow from the high-level components and structure described above. As mentioned earlier, staff are currently working on identifying strategic priorities and action items and will bring these to the Board for review in the next draft plan, early in the New Year. The priorities will be informed by the Board member's interview feedback and will align with the corporate vision and goals above.

As mentioned in a previous update, a number of SWOT (strengths, opportunities, weaknesses and threats) sessions were conducted with staff and this information will also help to inform the development of strategic priorities and influence the plan's action items, projects, etc. and implementation. Additionally, the current draft plan will be shared with DNSSAB planning tables for comment and feedback.

Staff will bring the final plan back to the Board for adoption during the first quarter of 2021.

#### **5.0 CONCLUSION**

The first draft of the corporate strategic plan containing the high-level components is attached for the Board's review and approval. The strategic priorities and action items will follow in the next draft with a view of the Board adopting the final plan during the first quarter of 2021.

## Appendix

**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: *Enable and support inclusive, 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 the behavior and decisions of staff and Board members, and are front and centre in their daily activities and interactions with each other, the 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.

**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**

*Residents have the highest possible quality of life and well-being.*

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

**Remove Systemic Barriers**

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

Through a focus on the vulnerable population the Board will advocate for affordable housing, and support the removal of persisting social barriers such as 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**

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

Through an innovative, integrated operating structure designed to remain current and be flexible to meet evolving needs, clients and residents can access programs and services seamlessly and when and where they need them.

**Continuous Improvement and Adaptation - Learning and Growth**

*The Board's services are strong and maximize investment.*

Taking a continuous improvement approach will lead to processes and operating methods which 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.

## BRIEFING NOTE B26-20

For information  For Approval

**Date:** December 15, 2020

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

**Prepared by:** Melanie Shaye, Director of Corporate Services

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATION

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

### BACKGROUND

In accordance with DNSSAB report EX03-20, upon amending the DNSSAB By-law, it was stated the NDHC By-law #1 and #2 would undergo a similar review. Through report NDHC2020-35, the NDHC Board approved changes to NDHC By-law #1 and By-law #2. These changes received legal advice and were made to create more focused governance discussions related to NDHC's mandate.

### BY-LAW AMENDMENTS

The By-law amendments highlight the unique relationship the DNSSAB has with the NDHC as both Service Manager and Shareholder. Report NDHC2020-35 is attached, with a summary of revisions to By-law #1 and #2.

## **By-law #1**

### Section 3- Removal of Directors

- The NDHC Board may remove a Director for cause, subject to ratification of the Shareholder.
- Where a vacancy occurs on the Board, the NDHC Board may recruit a new Director subject to the affirmation of the Shareholder.

### Section 4- Meetings of Directors

- Upon the consent of the Board, a meeting can be held “in-camera” due to litigation, property transactions or the security of property, human resources items, the advice of legal counsel, and any other reason permitted under section 45 of the DNSSAB’s Procedural By-law.

### Section 5- Remuneration of Directors

- Directors are compensated in accordance with the DNSSAB Board Service Reimbursement Policy.

### Section 9- Annual Meeting and Other Meetings of Shareholders

- Annual meetings of the Shareholder will be called for the purpose of the DNSSAB receiving reports and statements required by the Act to be laid before the annual meeting, appointing auditors, and for the transaction of business.
- Special meetings may be called at any time, to meet with the Shareholder.

### Shares and Transfers

- All shares sit with the Service Manager. Shares cannot be issued unless the approval of the Minister is received, or unless they are issued to the service manager, the municipality, or a non-profit housing corporation that is controlled by the Service Manager or related municipality.
- Restrictions to the Shareholder’s ability to transfer shares are also listed.
- Amalgamations are limited, and the non-profit organization the Corporation could amalgamate with must have a specific relationship with the Service Manager.

## **By-law #2**

### Section 3- Avoiding Conflicts of Interest

- The Service Manager must be made of aware of declarations of conflict of interest.
- The Service Manager must ratify any declarations of conflict of interests, any exceptions, and any resolved conflicts of interest.
- If the NDHC Board is unable to resolve a conflict of interest issue they can request further direction from the Service Manager.
- NDHC must act under the Service Manager's direction, as it relates to direction on conflict of interest.

### **NEXT STEPS**

Similar to the DNSSAB, the NDHC By-laws will be reviewed in one year's time.

# 2021 Calendar

## JANUARY

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## FEBRUARY

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## MARCH

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## APRIL

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## JUNE

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## JULY

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## AUGUST

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## SEPTEMBER

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## OCTOBER

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## NOVEMBER

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## DECEMBER

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Meetings set for 4<sup>th</sup> Wednesday of the month starting at 9:30 AM  
 NDHC will meet on as needed basis

Orange outlines – Community Services Committee  
 Blue outlines – Finance and Administration Committee