



REGULAR BOARD MEETING AGENDA

Healthy Communities without Poverty

Date: Wednesday, January 26, 2021

Time: Regular DNSSAB Board Meeting at 1:30 PM

Location: By video conference while pandemic protocols are in place

<https://us06web.zoom.us/j/89760040055?pwd=TEgvZXNmQXILNllaM2VVNDVpVXd2Zz09>

Meeting ID: 897 6004 0055

Passcode: 43169422

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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	<p>1.1 Call to Order</p> <p>MOTION: #2022-01 <i>Resolved</i> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of January 26, 2022 at ____ PM.</p> <p>1.2 Declaration of Conflict of Interest</p>
2.0	<p>Opening remarks by the Chair</p>

Item	Topic
3.0	<p>Approval of Agenda for January 26, 2022</p> <p>MOTION: #2022-02 THAT Board members accept the Agenda as presented.</p>
4.0	<p>Approval of Minutes</p> <p>4.1 MOTION: #2022-03-A THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of December 15, 2021.</p> <p>4.2 MOTION: #2022-03-B THAT the Board adopt the minutes of the proceedings of the Finance and Administration Committee meeting of December 15, 2021.</p>
5.0	<p>Delegations</p> <p>1. B04-22 Approval of Corporate 2022-2042 DNSSAB Strategic Plan MOTION: #2022-04 (David Plumstead) THAT the District of Nipissing Social Services Administration Board accepts and approves the 2022-2042 strategic plan.</p> <p>2. Performance Management Update – for Information (David Plumstead and Program Directors) This co-presentation provides an update on the data in the performance management system.</p>
6.0	<p>6.1 CAO VERBAL UPDATE:</p> <p>MOTION: #2022-05 THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for January 26, 2022.</p>
7.0	<p>CONSENT AGENDA – All items in the consent agenda are voted on collectively. The Chair will call out each item for consideration of discussion. Any item can be singled out for separate vote; then, only the remaining items will be voted on collectively.</p> <p>MOTION: #2022-06 THAT the Board receives for approval or information, Consent Agenda items 7.1 to 7.5.</p> <p>7.1 FA2022-01 Municipal Apportionment This report provides the 2022 municipal apportionment figures for each municipality in the Nipissing district.</p>

Item	Topic
	<p>7.2 B01-22 Accessibility Plan 2021-2025 This report provides information on the legislatively required 2021-2025 Accessibility Plan.</p> <p>7.3 B02-22 Approval of NDHC By-Law #1 Amendments – For Approval THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the NDHC Board By-law #1 amendments by resolution; as Service Manager and Shareholder of the Nipissing District Housing Corporation (NDHC).</p> <p>7.4 B03-22 Draft Revisions to the Travel Meal and Hospitality Policy – For Approval THAT the District of Nipissing Social Services Administration Board approve the changes to the draft Travel, Meal and Hospitality Policy as presented.</p> <p>7.5 B07-22 Resolution to Municipalities Regarding Federal Funding Whereas the 2021 Point in Time Count showed 300 people in the District identified as homeless, indicating a steady increase from previous counts; and, THAT while Government funding has provided capital dollars throughout the pandemic for the development of the Gateway Campus to provide emergency and transitional housing to the District’s most vulnerable, there is no health and housing funding to support operations, and; THAT while DNSSAB continues to advocate for housing and health funding with the Province to staff and meet the needs of the District’s most vulnerable; <i>Be it resolved</i> THAT area municipalities be encouraged to advocate for housing and health staffing support funding for the District’s transitional housing development known as Gateway House with the provincial government.</p>
8.0	<p>MANAGERS REPORTS</p> <p>8.1 Move in Camera MOTION: #2022-07 THAT the Board (DNSSAB) move in-camera at _____ to discuss a matter of negotiation.</p>
	<p>8.2 Adjourn In Camera MOTION: #2022-08 THAT the Board (DNSSAB) adjourns in-camera at _____ PM.</p>

Item	Topic
	<p>8.3 Approve In Camera MOTION: #2022-09</p> <p>THAT the Board (DNSSAB) approves the direction/action agreed to in the in-camera session.</p>
<p>9.0</p>	<p>OTHER/NEW BUSINESS</p>
<p>10.0</p>	<p>NEXT MEETING DATE Wednesday, February 23, 2022</p>
<p>11.0</p>	<p>ADJOURNMENT MOTION: #2022-10 <i>Resolved</i> THAT the Board meeting be adjourned at _____.</p>



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING – DECEMBER 15, 2021
Directly following the Finance and Administration Committee
Virtually via Zoom

MEMBERS PRESENT:

Councillor Terry Kelly (East Ferris)

Councillor Mark King - Chair (North Bay)

Councillor Dave Mendicino (North Bay)

Mayor Dan O'Mara (Temagami)

Councillor Dan Roveda Vice Chair (West Nipissing)

Councillor Bill Vrebosch (North Bay)

Mayor Dean Backer (East Nipissing)

Representative Amanda Smith (Unincorporated)

Councillor Mac Bain – (North Bay)

Councillor Chris Mayne (North Bay)

Mayor Jane Dumas (South Algonquin)

Councillor Scott Robertson (North Bay)

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, Director, Housing Programs

Tracy Bethune, Manager, Housing Operations

Lynn Demore-Pitre, Director, Children's Services

Michelle Glabb, Director, Social Services and Employment

Tyler Venable, Community Projects Planner
Dawn Carlyle, Project Manager
Donna Mayer, Manager of Project Development

1.1 CALL TO ORDER
Resolution No. 2021-99

Moved by: Dan Roveda
Seconded by: Bill Vrebosch

Resolved THAT the Board of Directors accept the Roll Call as read by the Recording Secretary for the Regular Board meeting of December 15, 2021 at 1:33 PM.

The regular Board Meeting was called to order at 1:33 PM by Chair Mark King.

Carried.

1.2 DECLARATION OF CONFLICTS OF INTEREST

No conflicts were declared.

2.0 CHAIR'S REMARKS

The Chair welcomed thanked everyone for attending the last Board meeting of 2021.

He reflected on the busy year in which the Board made some very difficult decisions based on the best interests of the entire District and a real sense of purpose in moving the organization forward. He noted the sense of openness between staff and the Board has been, and continues to be very important. He added there is still much work to do and he looks forward to getting back to work in January.

3.0 ADOPTION OF THE AGENDA
Resolution No. 2021-100

Moved by: Chris Mayne
Seconded by: Terry Kelly

Resolved THAT the Board accepts the agenda as presented.

Carried.

4.0 APPROVAL OF MINUTES

4.1 Resolution No. 2021-101-A

Moved by: Dan O'Mara

Seconded by: Bill Vrebosch

Resolved THAT the Board adopts the minutes of the proceedings of the Regular Board meeting of November 24, 2021.

Carried.

4.2 Resolution No. 2021-101-B

Moved by: Mac Bain

Seconded by: Dan Roveda

Resolved THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of November 24, 2021.

Carried.

5.0 DELEGATIONS

5.1 HS53-21 Nipissing Counts 2021 Point-in-Time Count and Survey: Findings

Briefing Note HS53-21 and Appendix A – Nipissing Counts 2021 Infographic present the Nipissing Counts 2021 Point in Time Count findings for information.

Housing Programs Director, Stacey Cyopeck presented the results and key findings of the 2021 Point in Time count, indicating this information helps to identify services and supports being used or needed. She informed the Board that four out of five people surveyed agreed to have their name added to the By Name List, which allows the tracking of services delivered to individuals and ultimately helps to serve them better. There was discussion about the time of the survey, future progress of those on the BNL, and how the Chippewa transitional housing units, in addition to more affordable housing, can alleviate homelessness.

6.0 CAO VERBAL UPDATE

Resolution No. 2021-102

Moved by: Mac Bain

Seconded by: Bill Vrebosch

Resolved THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Report for December 15, 2021.

CAO Catherine Matheson reviewed the top three achievements for each business area in 2021:

In Paramedic Services

- Direct delivery of paramedic services was researched, business case completed and direct delivery option included in 2022 budget.
- Collaborated with 3 other DSSABs leveraging shared expertise, program experience and group purchasing
- Expanded Community Paramedic programs to better serve frail and elderly in their homes.

Housing Programs

- Provincial and Federal COVID funding enabled a low barrier shelter, 16 community projects, anti-stigma campaign, and harm reduction study
- Completed Provincial PiT Count, counting 300 homeless individuals across the district
- Gateway 1 opened providing 16 supported transitional housing units for the homeless

Child Care

- EarlyON Child and Family Centres virtual programs and services were expanded across the district with 516 sessions delivered through a mobile unit in district parks.
- In Licensed Child Care Services health care and frontline workers were supported with emergency school age child care services a total of 550 applications were received
- While the pandemic put a pause on several in-person supports, the Children's Services Team held 25 virtual professional learning sessions and conducted over 100 virtual site visits.

Ontario Works:

- Successfully implemented 3 modernization initiatives - MyBenefits, Reloadable Payment Cards and Electronic Document Management
- Met employment target - % of caseload exiting to employment – despite a pandemic with 188 clients exiting to employment to October and this exceeds the provincial average
- Actively participated in task forces and provincial working groups for the OW system modernization

NDHC

- Funding was received to offer enhanced tenant support services and a Nurse Practitioner pilot program for tenants
- Two Rapid Housing Submissions and rebuild completed for all 4 units destroyed by fire in Mattawa
- Investigative soils work at Manitou Mulligan and Zoning application for Brookes Street.

Strategically it has been a significant year of planning to inform policy, advocacy, and service delivery:

- Facilitated and prepared the North Bay CSWB Plan, OW Service Plan, Homelessness Landscape Report and Action Plan
- Supported a health partner to submit a \$2.7 million health supports program application

for Gateway House and continued advocacy through OHT, AMO and ROMA for supports for homeless

- Refining of business intelligence (BI) and performance measurement systems for evidence-based decision support

Corporately:

- Successfully sold corporate building consolidating DNSSAB services from 2 North Bay locations to a primary office in City Hall freeing funds for future housing development
- Transitioned to permanent hybrid work model supported by new technology solutions including soft phones
- Successfully bargained 2 – 3 year union contracts

Members asked that this list be provided to them to share with their individual councils.

Carried.

7.0 CONSENT AGENDA

RESOLUTION: #2021-103

Moved by: Terry Kelly

Seconded by: Chris Mayne

THAT the Board receives for information or approval purposes Consent Agenda items 7.1 to 7.3.

7.1 FA2021-12- 2022 Proposed Budget – (As Approved at Finance and Administration Committee) for approval.

Resolved THAT the Board of Directors accepts the 2021 Proposed Budget report FA17-20, as previously approved through resolutions FA #2021-12-A, FA #2021-12-B, FA #2021-12-C, and FA #2021-12-D.

7.2 2022 Meeting Calendar

THAT the Board approves the 2022 Meeting Calendar as presented.

7.3 Municipality of Calvin Resolution – Resolution No. 2021-268 about the Municipality of Calvin's request regarding levy calculation, for information.

Carried.

8.0 MANAGER'S REPORTS

8.1 In Camera

RESOLUTION: #2021-104

Moved by: Amanda Smith

Seconded by: Dave Mendicino

THAT the District of Nipissing Social Services Administration Board (DNSSAB) move in-camera at 2:27 PM to a discuss matter of negotiation.

Carried

[In-camera minutes are filed separately.]

8.2 Adjourn In Camera

RESOLUTION: #2021-105

Moved by: Dave Mendicino

Seconded by: Scott Robertson

THAT the District of Nipissing Social Services Administration Board (DNSSAB) adjourns in-camera at 3:07 PM.

Carried

8.3 Approve In Camera

RESOLUTION: #2021-106

Moved by: Amanda Smith

Seconded by: Chris Mayne

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the direction/action agreed to in the in-camera session.

Carried.

9. NEW BUSINESS

There was no new business brought forward.

10. NEXT MEETING DATE

Wednesday, January 26, 2022

11. ADJOURNMENT

Resolution No. 2021-107

Moved by: Amanda Smith

Seconded by: Bill Vrebosch

Resolved THAT the Board meeting be adjourned at 3:09 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



MINUTES OF PROCEEDINGS

FINANCE AND ADMINISTRATION COMMITTEE MEETING WEDNESDAY, DECEMBER 15, 2021 12:30 PM 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)

Mayor Jane Dumas (South Algonquin)

Councillor Dan Roveda - Vice Chair (West Nipissing)

Councillor Mac Bain – (North Bay)

Councillor Bill Vrebosch (North Bay)

Mayor Dean Backer (East Nipissing)

Representative Amanda Smith (Unincorporated)

Councillor Scott Robertson (North Bay)

REGRETS

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

TracyAnn Bethune, Acting Manager, Housing Operations

Justin Avery, Manager of Finance

Dawn Carlyle, Project Manager

Donna Mayer, Manager of Project Development

CALL TO ORDER

The Finance and Administration Committee was called to order at 12:25 PM by Chair Mark King.

DECLARATION OF CONFLICTS OF INTEREST.

The following members declared conflicts with the following motions in item 6:

Bill Vrebosch - conflict with FA2021-15-A – his daughter is employed by DNSSAB
Mac Bain – conflict with FA2021-15-B- his employment is related to type B funerals
Amanda Smith – conflict with FA2021-15-C – her employer receives funding through HCF

CHAIR’S REMARKS

The Chair welcomed everyone.

ADOPTION OF THE AGENDA

RESOLUTION: FA #2021-13

MOVED BY: Scott Robertson
SECONDED BY: Dan Roveda

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

Carried.

DELEGATIONS – none at this time

CONSENT AGENDA

RESOLUTION: FA#2021-14

MOVED BY: Chris Mayne
SECONDED BY: Jane Dumas

THAT the Committee receives for information purposes Consent Agenda items 5.1.

5.1 FA11-21 Third Quarter Report provides the Board an update on the YTD financial performance of the organization relative to the budget set for the same period and forecast to year end.

Carried.

MANAGERS REPORTS**6.1 2022 Proposed Budget Report**

There was discussion about funding doesn't meet the need, resulting in the use of reserves for operating projects and supports, and using municipal dollars to support housing projects. It was suggested that a resolution be prepared for each member to take back to their councils, who may in turn, send them to their MPs, to have more impact.

There was also discussion about child care rates being lowered when there aren't enough spaces to accommodate more children. DNSSAB is waiting for an agreement between the provincial and federal governments on childcare costs.

RESOLUTION: FA#2021-15-A [Bill Vrebosch did not vote due to conflict]

MOVED BY: Terry Kelly

SECONDED BY: Jane Dumas

THAT the Board of Directors accepts the Ontario Works program delivery budget as presented in the 2022 Proposed Budget report FA12-21; and
Carried.

RESOLUTION: FA2021-15-B [Mac Bain did not vote due to a conflict]

MOVED BY: Dave Mendicino

SECONDED BY: Terry Kelly

THAT the Board of Directors accepts the Type B Funerals budget as presented in the 2022 Proposed Budget report FA12-21; and
Carried.

RESOLUTION: FA2021-15-C [Amanda Smith did not vote due to conflict]

MOVED BY: Chris Mayne

SECONDED BY: Dan Roveda

THAT the Board of Directors accepts the Healthy Communities Fund budget as presented in the 2022 Proposed Budget report FA12-21, and;
Carried.

RESOLUTION: FA2021-15-D

MOVED BY: Mac Bain

SECONDED BY: Dan Roveda

THAT the Board of Directors accepts the proposed 2022 Budget as presented in the 2022 Proposed Budget report FA12-21, with the exceptions of Resolutions FA2021-15-A, FA2021-15-B and FA2021-15-C.

Carried.

OTHER BUSINESS

There was no other business.

NEXT MEETING DATE

Wednesday, January 26, 2022

ADJOURNMENT

RESOLUTION FA#2021-16

MOVED BY: Scott Robertson

SECONDED BY: Dan O'Mara

***Resolved* That the Finance and Administration Committee meeting be adjourned at 1:10 PM.**

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

BRIEFING NOTE B02-22

For Information or For Approval

Date: January 26, 2022

Purpose: **Approval of the Corporate 2022-2042 Strategic Plan**

Prepared by: David Plumstead, Manager of Planning, Outcomes and Analytics

Reviewed by: Justin Avery, Manager, Finance

Approved by: Catherine Matheson, CAO

RECOMMENDATION:

That the District of Nipissing Social Services Administration Board accepts and approves the corporate 2022-2042 strategic plan.

BACKGROUND:

The attached corporate strategic plan and summary version are presented for Board approval and replace the former strategic plan that expired in 2020. While the strategic planning process was delayed by the onset of the pandemic followed by competing priorities, the Board and staff remained committed to the process, executing the original plan design (modified to accommodate COVID health measures and restrictions) and working through to the plan's completion. The strategic plan will help to ground the Board and staff through the remaining stages of the pandemic and into recovery, while providing a fresh focus and emphasis on the impact goals well in to the future.

CURRENT STATUS/STEPS TAKEN TO DATE:

The development of the strategic plan is largely internally driven with extensive input and feedback from the Board members and staff through a number of interviews, SWOT sessions, and meetings. Additionally, the plan has been shared with community planning tables for further review and input. Developing the strategic plan has also been strongly influenced by the pandemic as both were occurring at the same time. The pandemic's impact on the operating environment was a major theme that surfaced in all strategy discussions and meetings with Board members and staff.

While the pandemic has shown how flexible and adaptive the DNSSAB is in reacting to sudden change and crisis situations, it has also exposed the vulnerabilities of clients and those who are marginalized and/or working in lower-paying jobs. This heightens the importance of the work the organization does, along with its community partners and other service providers. As noted in the plan, the Board faces a number of challenges going forward that include the pandemic's lingering economic effects on local communities, funding uncertainty, persistent job gaps, changing client and resident demographics, service gaps, and a lack of community supports in certain areas. On the other hand, opportunities also exist such as improving service system navigation for clients, formalizing service collaboration and coordination with community partners, improving business functions and service delivery through new technology, improving communications, developing staff, and continuing the transition to a hybrid work model. The priorities and action items in the plan address these challenges and take advantage of the opportunities to start realizing the Board's long-term goals.

The high-level components of the strategic plan were approved by the Board earlier in the planning process, which established the corporate vision, mission, values, and long-term goals.¹ Since that time, 10 strategic priorities have also been established in alignment with the vision and goals, along with a number of high-level action items and intended outcomes for the priorities. Areas of performance measurement and indicators have also been identified to monitor the plan's progress and results in achieving the priorities and goals. The strategic plan takes a central role in the organization's planning framework as it integrates the Board's vision and goals with the other strategic service plans, priorities, and strategies in the respective departments and programs. Going forward, as the various department plans and strategies are renewed and updated, it will be important to align them with the corporate plan to ensure a strong connection between operational activities and resources, and the corporate vision and long-term goals.

As described in earlier briefing notes the new strategic plan is a 20-year plan based on the long-term goals intended to keep staff and multiple Boards focused on the future, and the desired outcomes and fulfilment of the vision. The strategic priorities will be revisited every four years by the new Board of Directors in concert with the municipal election cycle.

NEXT STEPS:

The senior management team will implement 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. The plan's progress will be measured and reported on through the corporate BI and performance measurement systems.

¹ Minor changes have since been made to three of these components, which include: the Mission was reworded slightly without changing the meaning; an additional corporate value was added (Inclusion & Diversity); the Seamless Access goal statement was reworded to be more clear and concise.

As mentioned in previous notes, the strategic plan is also useful for communicating the Board's direction and corporate brand to the community and other stakeholders. The strategic plan summary (attached) communicates the Board's direction, long-term focus, and priorities through an easily-read and simplified visual, and will be part of the communications strategy for disseminating and sharing the strategic plan.

RESOURCES REQUIRED:

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

RISK IDENTIFICATION AND MITIGATION:

There is no operational or compliance risk associated with developing and implementing the corporate strategic plan. There is a strategic (passive) risk where certain conditions could impede the plan's implementation and/or result in inaction on some of the strategic priorities and action items. These risk conditions may be internal and controllable, or external and beyond the Board's control. A firm implementation approach and commitment to enabling corporate strategy will help to mitigate any internal risk factors that could impede strategic plan implementation.

2022-2042

STRATEGIC PLAN

VISION

Healthy, Sustainable Communities.

MISSION

*Support accessible human services
in Nipissing District.*

District of Nipissing
Social Services
Administration Board



Conseil d'administration
des services sociaux
du district de Nipissing

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 EMS/Land Ambulance. 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. With the previous plan expiring in 2020, and the onset of the global pandemic around the same time, it has become doubly important to re-establish the corporate goals and priorities to provide direction into the future.

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 Board's governance term. The plan will be particularly important for guiding the Board and staff as they continue adapting to the evolving COVID-19 pandemic and serving Nipissing residents and communities through the post-pandemic and into full recovery.

PLAN DEVELOPMENT PROCESS

The strategic plan is largely internally driven with input from the Board of Directors and staff. One-on-one meetings were conducted with Board members who provided input on the corporate vision and mission, and the area of focus, or goals to achieve, over a 20-year time horizon. This exercise led to the confirmation of the corporate vision and mission and the development of 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, and current and future challenges and opportunities were noted.

Interviews were also held with members of the senior management team to develop strategic priorities and actions by program area and department. The development of these priorities was back-dropped with the corporate vision, mission, goals (above), and the results from the SWOT focus group sessions (below). The department and Board priorities were then aligned to establish 10 common strategic priorities for the organization, along with specific action items by department where relevant.

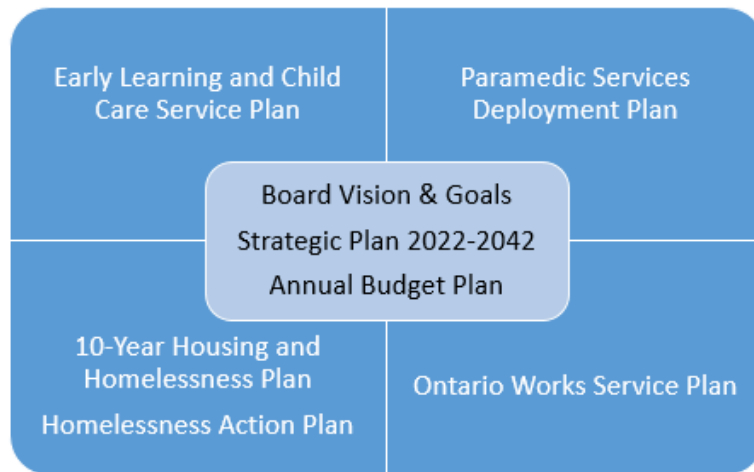
The DNSSAB staff were also engaged in the planning process through a number of SWOT focus groups that were held across all departments. The sessions helped to identify organizational strengths, weaknesses, opportunities, and threats, and gain an understanding of the current

operating environment and situation. The SWOT results have informed the plan through alignment with the priorities, and the development of action items and projects to be implemented in support of the strategic priorities and corporate goals.

The draft strategic plan was also shared with two external planning tables with broad community representation, for input and feedback.

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:



Going forward, as the department plans are renewed and/or operating work plans and projects are developed, they will be adjusted and aligned 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 strategic plan will be implemented by the senior management team with support from staff and department operating units. Implementation activities and details will be 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 will be 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 has been significantly impacted and altered by the global pandemic. Lockdowns, quarantines, public health restrictions, school and childcare closures, and remote work to name a few, have affected DNSSAB operations, clients, and community residents in some way.

Not surprisingly then, the pandemic has also influenced the strategic plan which was developed over the same period as the pandemic. The pandemic and COVID surfaced in all strategy discussions and meetings in varying contexts. On the positive side, 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.

On the negative side, the pandemic has further exposed the vulnerabilities of clients and those who are marginalized and/or working in lower-paying jobs. In many cases, the needs of these vulnerable populations have gone unmet as some community programs and services were forced to close and became unavailable during the pandemic. Uncertainty around future waves of the pandemic and health concerns continues.

In view of the pandemic effects above, the DNSSAB's operating environment presents further challenges and opportunities at this juncture of strategic plan development – these are summarized below:

Challenges:

- Reduced funding in the future and a change in funding models (possibly impacting the municipal levy) as government budgets tighten up to pay for COVID.
- 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 alternative EMS 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 are imminent in two specific program areas that will fundamentally change the strategic direction of the Board in these areas: 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 is expected to have a fundamental impact on the DNSSAB and OW operations starting in 2023.

Nipissing EMS/ Paramedic Services Direct Delivery

The Board has 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. This transition involves transferring 100 paramedics into the organization along with the ambulance operations and administrative functions. While the transition will occur during 2022, the business impact and effects will extend out beyond this for the next couple of years.

These are major change initiatives on their own, which will start taking place early on in the strategic plan’s implementation. Thus, many of the OW and EMS priorities and activities that emerge or are in the plan will be in response to these initiatives.

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.

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 (2022-2023)

The strategic priorities establish a clear avenue to enable the organization in meeting its goals. The priorities are subject to change with each Board term on a four-year cycle. Along with the priorities are a set of action items related to each priority and determined through consultations with the Board, staff, and individual departments. In some cases, the action items presented 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. Additionally, departments have completed strategic planning at the department level and have developed action items that align to the corporate priorities, at greater levels of detail. The high-level elements from these department plans have been incorporated into the corporate strategic plan. 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.

Maximize Human Service Impact

Strengthen and Expand Partnerships, Collaboration, and Opportunities for Internal and External Service Integration: *implement strategies to combine/ share administrative and/or operational service activities to 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 (with a specific focus on the health sector).	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.
Enhance current relationships and/or build new ones to leverage resources and projects for specific priorities or joint planning and service delivery initiatives (e.g. providing wrap-around services or new programming).	Increased community resources for a common purpose.	<ul style="list-style-type: none"> • Partnership Relationship Strength Index. • Resource/ project leverage ratio.

Action	Outcome	Area of Performance/ Indicator
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 EMS and health into other DNSSAB departments and community programs.	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.

Remove Systemic Barriers

House Those in Need: *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
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 housing stability and move towards self-sufficiency.	<ul style="list-style-type: none"> • Mental health-related incidents/ calls. • Eviction rate.
Explore municipal-owned land opportunities for the construction of new affordable housing units through joint planning.	Increase the supply of affordable housing.	<ul style="list-style-type: none"> • Municipal land conversion rate. • Increased affordable housing density in select areas.

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 meet regularly and find coordinated solutions to rapidly rehouse and provide 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.

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.	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.

Increase Equitable Access to Quality Early Learning and Child Care:
remove barriers such as affordability 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 underserved communities throughout the district (i.e. EarlyON Mobile Unit).	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.

Seamless Access

Understand and Define Service Access throughout 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
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 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.	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.

Enhance Service Planning and Delivery: *taking an evidence-based and client-centred approach, improve service planning in certain areas and consider changing current delivery methods and/or providing additional services and programming 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.).
Develop a mechanism to ensure that the organization is committed, and adheres to, the various policies and procedures as an important risk management tool.	Risks to the organization are mitigated.	<ul style="list-style-type: none"> • Number of policies and procedures. • Percentage of staff that have signed off on all policies. • Number of policy violations.
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 the provincial and federal government 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.	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.

Continuous Improvement and Adaptation – Learning and Growth

Become an Employer of Choice: *create a strong workplace 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 and has a clear succession plan.	<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 efforts.	Minimize the loss of knowledge through retirement and 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.
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 database indicators. • Staff experience feedback (surveys, focus groups, etc.).
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Encourage Career 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
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).
Remove participation barriers by increasing awareness of professional learning opportunities and making them accessible in various formats (i.e. videos, teleconference/videoconference, online modules, etc.)	The organization offers a wide array of professional learning opportunities.	<ul style="list-style-type: none"> • Participation rates in professional learning opportunities.
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.

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 	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 corporate and client information and data.	Corporate and client information and data are secure from a data breach.	<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.

Strengthen Communications 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
Increase public communications and relations focusing on what the DNSSAB does and its accomplishments (include anti-stigma messaging).	Increased public education and awareness around DNSSAB.	<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 EMS and Nipissing 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.

BRIEFING NOTE FA01-22

For information For Approval

Date: January 26, 2022

Purpose: 2022 Municipal Apportionment

Prepared by: Justin Avery, Manager, Finance

Reviewed by: Catherine Matheson, CAO

This report provides The District of Nipissing Social Services Administration Board (DNSSAB) the 2022 municipal apportionment figures for each municipality in the Nipissing district, for information.

BACKGROUND

The apportionment of the municipal share of the budget is calculated using the weighted assessment method. This is calculated by multiplying the taxable assessments by the property class tax ratios of the respective Municipalities. This method is supported by the DSSAB Act, Ontario Regulation 278/98 section 6, and is the method which has always been utilized by the DNSSAB.

REPORT

The apportionment calculation of the \$21,710,676 municipal share of the 2022 budget is based on the approved 2021 tax ratios from the municipalities in the District of Nipissing and the 2021 property current value assessment provided by MPAC (Municipal Property Assessment Corporation).

Of the municipal share of the budget, \$21,080,114 will be collected through levies from the 11 municipalities in the District of Nipissing and the balance of \$630,562 will be collected from the Province for the TWOMO (Territories Without Municipal Organization) portion of the municipal share.

In total, the change in municipal share of the budget (or levy) year over year is 3.84%. However, since the apportionment is based on weighted assessments, the actual change in levy for a municipality may be more or less than 3.84% based on each

municipality's respective assessments and tax ratios. The change in levy for the Municipalities year over year ranges from a low of 2.85% to a high of 4.29%. See Appendix 1 for more details on the apportionment calculation and distribution of the municipal share of the budget.

COMMUNICATION

For January, levy invoices have been sent to the municipalities based on the 2021 apportionment calculation. An adjusting invoice with a supporting letter will be sent to each municipality in February.

CONCLUSION

The change in levy year over year for a Municipality considers the total budget allocation to the municipalities, the 2021 property current value assessments, and the approved 2021 tax ratios by property class of the municipalities in the District of Nipissing. The apportionment calculation method is prescribed in the DSSAB Act.

APPENDIX 1

District of Nipissing Social Services Administration Board 2022 Approved Budget \$- Municipal Apportionment

The weighted assessment figures have been calculated using 2021 Assessment Rolls and 2021 Tax Ratios.
There are no Tax Ratios available for the Unincorporated Townships.

Municipality	A - Current Value Assessment Method used to determined Unincorporated share only			B - Weighted Assessment Method (Excl. PIL) - Actual			2022 Monthly Levy =Col. 6/12 7	2021 Budget Allocation	Variance Yr over Yr Budget Allocataion	Variance % Change
	Current Value Assessment-2021	%	Budget Allocation	Weighted Assessment-2021	%	Budget Allocation				
	1	2	3	4	5	6				
City of North Bay	5,615,031,215		-	6,640,789,411	60.7754%	13,194,757	1,099,563	12,712,758	481,999	3.79%
Municipality of West Nipissing	1,599,274,372		-	1,677,857,722	15.3555%	3,333,779	277,815	3,196,723	137,056	4.29%
Municipality of East Ferris	670,888,892		-	673,114,427	6.1602%	1,337,429	111,452	1,284,450	52,979	4.12%
Municipality of Temagami	493,388,700		-	497,527,807	4.5533%	988,551	82,379	955,655	32,896	3.44%
Township of Bonfield	292,652,302		-	280,726,171	2.5692%	557,782	46,482	535,164	22,618	4.23%
Township of South Algonquin	266,460,300		-	277,810,585	2.5425%	551,989	45,999	531,574	20,415	3.84%
Township of Papineau-Cameron	163,467,900		-	149,133,007	1.3648%	296,316	24,693	284,818	11,498	4.04%
Town of Mattawa	106,752,425		-	116,195,662	1.0634%	230,872	19,239	222,778	8,094	3.63%
Township of Chisholm	150,526,000		-	142,199,146	1.3014%	282,539	23,545	271,703	10,836	3.99%
Municipality of Calvin	89,920,700		-	126,315,257	1.1560%	250,979	20,915	242,459	8,520	3.51%
Township of Mattawan	27,912,800		-	27,741,887	0.2539%	55,121	4,593	53,594	1,527	2.85%
Sub Total Municipalities	9,476,275,606		21,080,114	10,609,411,082	97.0956%	21,080,114	1,756,676	20,291,676	788,438	3.89%
TWOMO - (MCSS, EDU, & MMAH)	409,465,400		630,562							
	-		-							
Sub Total Unincorporated	409,465,400	4.14%	630,562	409,465,400		\$630,562	\$52,547	\$616,380	14,182	2.30%
TOTAL	9,885,741,006		21,710,676	11,018,876,482		21,710,676	1,809,223	20,908,056	802,620	3.84%
			Municipal share net of EMS 15,223,690			Municipal Share 21,710,676				
			EMS Budget (municipal share) 6,486,986			Less TWOMO 630,562				
						Municipal Levy 21,080,114				

Note: TWOMO share of DNSSAB costs
excludes Emergency Medical Services Costs

BRIEFING NOTE B01-22

For information For Approval

Date: January 26, 2022

Purpose: **Accessibility Plan 2021-2025**

Prepared by: Melanie Shaye, Director of Corporate Services

Reviewed by: Catherine Matheson, CAO

Briefing Note B01-22 provides information for the District of Nipissing Social Services Administration Board (DNSSAB) on the legislatively required 2021-2025 Accessibility Plan.

BACKGROUND:

Under the Accessibility for Ontarians with a Disability Act (AODA), (2005), the DNSSAB is required to establish, maintain and document a multi-year plan that outlines the DNSSAB's strategies to identify, remove and prevent accessibility barriers.

The DNSSAB is committed to providing an equal opportunity, barrier-free environment that allows all people to maintain their independence and dignity in accordance with the AODA and associated Regulations. DNSSAB strives to meet the needs of individuals with disabilities as outlined in its Multi-Year Accessibility Plan.

CURRENT STATUS:

The 2021-2025 Multi-Year Accessibility Plan reflects the DNSSAB's continued efforts and dedication in meeting its commitment to create accessible programs, services, and a workplace that ensures full participation of individuals with disabilities.

The plan outlines the policies and actions the DNSSAB will take to improve opportunities for people with disabilities within the Nipissing District in accessing DNSSAB's facilities and services in accordance with the Customer Service (Ontario Regulation 429/07) and Integrated Accessibility Standards (Ontario Regulation 191/11). The goal of these accessibility standards is to ensure all Ontarians with disabilities have

full and equal access to goods, services, facilities, accommodation, employment and building structures by January 2025.ⁱ Through ongoing planning, review and monitoring of the Accessibility Plan and the development of these standards, the DNSSAB will strategically identify, remove and prevent as many barriers as possible.

The Regulation sets out the requirements for each of the standards, as well as general requirements that apply to all, such as:

- develop accessibility policies and plans;
- train employees and volunteers;
- consider accessibility when purchasing goods or services;
- provide goods, services or facilities either directly to the public or to other businesses or organizations; and
- incorporate accessibility features when designing or acquiring self-serve kiosks.

The plan will incorporate each of these standards and general requirements to ensure its procedures and best practices are consistent with the Regulations and allows the full participation of persons with disabilities through the identification, removal and prevention of barriers within the DNSSAB facilities and services.

The plan outlines:

- The actions that DNSSAB has taken since 2018 when DNSSAB’s first Accessibility Plan was approved and will continue to take to remove barriers for persons with disabilities;
- The processes by which the DNSSAB identifies, removes and prevents barriers to persons with disabilities;
- The “Future Initiatives” that the DNSSAB will undertake to assess and address barriers to persons with disabilities;
- The monitoring and ongoing review process for the Accessibility Plan;
- The communication of DNSSAB’s Accessibility Plan to the employees of the DNSSAB, members of the disabled community and the public; and,
- The standards of Accessibilities for Ontarians with Disabilities Act, 2005.

The plan has been created by a staff-led Accessibility Committee, who advise and assist in promoting and facilitating a barrier-free organization for persons of all abilities. The Committee promotes awareness of accessibility, reviews policies to remove barriers and makes the plan available to the public. Additionally, the Committee is responsible for filing a compliance report every three years, and reviewing and updating the plan at least once every five years.

The Accessibility Committee is comprised of the following staff:

Name	Department	Contact Information
Sharon Moseley-Williams	Social Services	705-474-2151, Ext. 3338 Sharon.Moseley-Williams@dnssab.ca
Laura Johnson	Social Services	705-474-2151, Ext. 3130 Laura.Johnson@dnssab.ca
Derek McLeod	Children’s Services	705-474-2151, Ext. 3352 Derek.McLeod@dnssab.ca

Rachelle Cote	Social Services	705-474-2151, Ext. 1100 Rachelle.Cote@dnssab.ca
Tara Kraemer	Corporate Services	705-474-2151, Ext. 3199 Tara.Kraemer@dnssab.ca

NEXT STEPS:

The Committee will update the plan and ensure it is available to both staff and the public through the DNSSAB website. The Committee will continue to review accessibility-related matters and make recommendations as appropriate. Further, they will continue to work towards continued compliance with the AODA through their Committee work.

¹ Accessibility for Ontarians with Disabilities Act, 2005 http://www.e-laws.gov.on.ca/html/statutes/english/elaws_statutes_05a11_e.htm

BRIEFING NOTE B02-22

For information For Approval

Date: January 26, 2022

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

Prepared by: Melanie Shaye, Director of Corporate Services

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION

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

BACKGROUND

Through report NDHC09-21, staff communicated to the NDHC Board that their by-laws would be reviewed to determine if adjustments were needed after the comprehensive by-law review in 2020. Changes as listed below were made in 2021, and were presented and approved by the NDHC Board through report NDHC15-21. The report is attached.

BY-LAW AMENDMENTS

NDHC By-law #1 changes:

- Added commitment to French Language Services
- Added Chair and CEO or designate as spokespeople for the Board

- Added conduct language, including that no unparliamentary or offensive language, or no dishonest, abusive or insulting language be used
- Adjusted the timeframe for persons requesting a delegation to be two (2) weeks for regular meetings and two (2) days for a special meeting
- Adjusted the number of speakers from three (3) to two (2)
- Added that delegations cannot be re-heard for one (1) year on the same or substantially same matter.
- Added CEO's authority to seek legal advice/representation within their delegated authority and to advise the Board of any legal proceedings and/or advice touching the legal affairs of the Corporation over \$150,000 as soon as reasonably practicable.

NDHC By-law #2:

- No changes are recommended at this time.

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

NDHC15-21 Report



BOARD REPORT NDHC15-21

DATE: November 24, 2021

PURPOSE: **One (1) Year By-law Review**

PREPARED BY: Melanie Shaye, Director of Corporate Services

REVIEWED BY: Catherine Matheson, CEO

RECOMMENDATION

THAT the Nipissing District Housing Corporation (NDHC) Board adopts the amendments to NDHC By-law #1 listed in this report; and

THAT all NDHC Board members sign to execute the updated By-law #1; and

THAT the updated By-Law #1 be sent to the District of Nipissing Social Services Administration Board (DNSSAB), as sole shareholder, for approval.

BACKGROUND

In November 2020 through briefing note NDHC09-20, staff committed to revisiting the NDHC By-laws in one year's time to determine if additional adjustments were necessary.

Staff reviewed the NDHC By-law alongside the DNSSAB By-law, with most of the suggested changes allowing further consistency with the DNSSAB's By-laws.

Recommended changes in this report have received legal review, or have been recommended by legal prior to being brought to the Board.

GOVERNING DOCUMENTS

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)

RECOMMENDED CHANGES

NDHC By-law #1 changes:

- Added commitment to French Language Services
- Added Chair and CEO or designate as spokespersons for the Board
- Added conduct language, including that no unparliamentary or offensive language, or no dishonest, abusive or insulting language be used
- Adjusted the timeframe for persons requesting a delegation to be two (2) weeks for regular meetings and two (2) days for a special meeting
- Adjusted the number of speakers from three (3) to two (2)
- Added that delegations cannot be re-heard for one (1) year on the same or substantially same matter.
- Added CEO's authority to seek legal advice/representation within their delegated authority and to advise the Board of any legal proceedings and/or advice touching the legal affairs of the Corporation over \$150,000 as soon as reasonably practicable.

NDHC By-law #2:



- No changes are recommended at this time.

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.

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

ATTACHMENT

Attachment A- NDHC By-law #1

BRIEFING NOTE B03-26

For information or For Approval

Date: January 26, 2022

Purpose: Draft revisions to the Travel, Meal & Hospitality Policy

Prepared by: Melanie Shaye, Director of Corporate Services

Reviewed by: Justin Avery, Manager, Finance

Approved by: Catherine Matheson, CAO

RECOMMENDATION

That the District of Nipissing Social Services Administration Board approve the changes to the draft Travel, Meal and Hospitality Policy as presented.

BACKGROUND

This policy was originally created in February 2010. Since then, a series of amendments have been made to clarify the intent of the policy, and to ensure reimbursements were consistent with the best practices of the Travel, Meal and Hospitality Expenses Directive of the Management Board of Cabinet from the Treasury Board Secretariat, last amended January 1, 2020.

The policy has not been reviewed since the advent of the COVID-19 pandemic, which has changed the way the DNSSAB considers travel needs. Meal reimbursement amounts have not been updated since February 2010 and consideration for more modern modes of travel, ex. ride hailing services, has not been considered in previous versions of this policy. Additionally, the policy did not previously contemplate the Board of Nipissing District Housing Corporation (NDHC).

PROPOSED CHANGES

- Amendments: added amendment history log and a table of contents.
- Scope: added reference to NDHC.
- Intent of Policy: added that expenses must demonstrate accountability and transparency.

- Definitions: added description of Itemized Receipt and Dependent.
- Transportation: added detail for when an employee uses their personal vehicle for travel and allowed for the use of a personal vehicle when driving in the District of Nipissing.
- Travel approval: adjusted to reference Directors and CAO.
- Accident Reporting: added detail on notifications if in an accident while travelling.
- Other Road Transportation: added ride hailing services (ex. Uber).
- Hospitality: clarified when hospitality is appropriate.
- Receipts: clearly stated itemized receipts are required.
- Dependent care: removed reference.
- Guiding exceptions: clarified the approval authority is required in order to exercise discretion.
- Meal Reimbursement Rate: increased meal amounts for both within and outside of District by \$5.00.
- Minor housekeeping and formatting changes.

NEXT STEPS

Staff will continue to monitor the best practices and inflationary changes and present recommended changes where appropriate.

ATTACHMENT

Revised Travel, Meal & Hospitality Policy

DNSSAB/NDHC

Travel, Meal and Hospitality Policy

Policy FIN/ADM 03

Amendment History

Date	Details	Board Resolution
February 2010	Original Policy	2010-037
April 2019	Adjustment to kilometre reimbursement	2019-70
January 2020	Removed alcohol and allowed personal vehicle use	2020-16
October 2020	Limited number Board members attending conferences	2020-108
January 2022	Adjust meal reimbursement	XX

Table of Contents

INTENT OF POLICY	2
SCOPE	2
ROLES & RESPONSIBILITIES	3
POLICY.....	3
Travelling and overtime	3
Persons Travelling Together	3
Approval to Travel	3
INSURANCE:.....	4
Travel Accident Insurance	4
Vehicle Insurance.....	4
TRANSPORTATION:.....	4
Road Transportation.....	4
Car Rental	5
Other Road Transportation.....	5
Air and Rail Travel.....	5
ACCOMMODATIONS	6
DEPENDENT CARE:.....	Error! Bookmark not defined.
MEALS:.....	6
GRATUITIES	6
CONFERENCES:	7

HOSPITALITY:.....	7
Frequency of meals and light refreshments	Error! Bookmark not defined.
Hospitality costs	8
Hospitality internal control	8
GIFTS OF APPRECIATION:.....	8
PROCEDURE/ADMINISTRATION	8
Non-Reimbursable Expenses.....	8
Receipts	9
Time Limit for Claims.....	9
Guidance on Exceptions to Rules	9
Principle to guide exceptions to the rules:	9
DEFINITIONS	9
SCHEDULE 1	10

INTENT OF POLICY

The purpose this policy is provide clarity on the manner and extent the District of Nipissing Social Services Administration Board (DNSSAB) and Nipissing District Housing Corporation (NDHC) will reimburse board members, employees, and guests for travel, meal, and hospitality expenses.

Expenses must:

- Be work related,
- Be modest and appropriate,
- Demonstrate accountability and transparency. And
- Give due regard for the balance between being economical and giving due regard for health and safety.

This policy is guided by the best practices of the Travel, Meal and Hospitality Expenses Directive of the Management Board of Cabinet as modified for distribution to the Ministry of Community and Social Services Transfer Payment Agencies, January 2020 and the DNSSAB Collective Agreements with CUPE Local 4720-01 and CUPE Local 4720-02.

SCOPE

This policy applies to all employees and Board members of the DNSSAB and NDHC, except where otherwise specified in the DNSSAB Collective Agreements with CUPE Local 4720-01 and Local 4720-02.

ROLES & RESPONSIBILITIES

Board member and employees must:

- obtain travel and itinerary approval from appropriate authority levels for travel;
- use the corporate charge card for payment of expenses under this policy;
- in the event of changes, hotel and travel bookings should be cancelled within the allowable period; and,
- become familiar with, and adhere to, the provisions of this policy.

Approval authorities must:

- ensure that expenses are consistent with the principles of this Policy and comply with other relevant DNSSAB policies;
- determine and authorize when business travel is necessary;
- ensure that all travel arrangements are consistent with this Policy;
- ensure that appropriate receipts are provided to support expense claims;
- ensure that any unusual items are explained appropriately or proof is given of prior approval.

POLICY

Travelling and overtime

When the employee is travelling outside of regular working hours, overtime shall be incurred as described in the Human Resources Policy- Overtime. Travel that will require overtime must receive prior approval from the applicable supervisor.

Persons Travelling Together

In determining the number of employees traveling together in the same vehicle (plane, train or automobile), consideration should be given to business continuity needs in order to reduce the risk of a major disruption in DNSSAB's ongoing operations.

Approval to Travel

Prior approval by the appropriate authority is required for business travel by travelers according to destination:

	Staff	Director
Within district	Immediate supervisor	None
Outside district (within Ontario)	Supervisor and	CAO

	Manager	
Out of Province	Director and CAO	CAO

INSURANCE

Travel Accident Insurance

Employees have basic insurance for accidental injury or accidental death including reimbursement of emergency medical expenses. Extra insurance may be purchased at the traveler's own expense.

Vehicle Insurance

Employees renting a vehicle for work travel purposes must make the booking under the DNSSAB's account, not the individual employee. This ensures that the appropriate insurance coverage is in place. The rental company insurance can be waived as long as the booking has been made under DNSSAB's account.

Personal vehicles used on DNSSAB business must be insured at the vehicle owner's expense for personal motor vehicle liability. Coverage should be equal to or greater than the minimum liability specified in the Insurance Act. Drivers must satisfy themselves whether their motor vehicle insurance coverage should include business use of their vehicles.

The DNSSAB will not reimburse costs of business use coverage or collision and liability coverage and DNSSAB assumes no financial responsibility for privately owned vehicles other than paying the kilometric rate when used for DNSSAB business. The DNSSAB is not responsible for reimbursing deductible amounts related to insurance coverage. Those driving a personal vehicle on DNSSAB business cannot make claims to the DNSSAB for damages as a result of a collision.

TRANSPORTATION

Road Transportation

When road transportation is the most practical and economical way to travel, the order of preference shall be:

1. Personal vehicle only when it is more economical than use of a rental vehicle, or when travel is inside the District of Nipissing. Travelers are strongly encouraged to rent cars for business travel instead of using their own vehicle when the total distance to be driven per day will exceed 300 kilometers.

Using a personal vehicle must be approved in advance. The DNSSAB assumes no financial responsibility for personal vehicles. Employees who have approval to use their personal vehicle must keep daily logs of the kilometers used.

2. Bridge, ferry and highway tolls and necessary parking fees paid while driving on DNSSAB business will be reimbursed. Receipts must be obtained and submitted.

Accidents must be reported immediately to local law enforcement authorities, the rental car agency (if applicable), the automobile insurance company (if using a personal vehicle), and the person's immediate supervisor (and the corporate charge card company if applicable).

Car Rental

The size of the rental car must be the most economical and practical required for the business task and number of occupants. Exceptions must be documented and approved by the appropriate spending authority. Luxury and sports car rentals are prohibited. The rental car must be refueled in accordance with the rental contract.

Where a traveler accumulates more than 1,600 km/month on a regular basis, the manager should investigate lower cost options. Where a traveler continues to use a personal vehicle, the rationale for this practice should be documented.

Other Road Transportation

Whenever practical, local public transportation/hotel shuttles must be used. Receipts for reimbursement are not required.

Taxi and ride-hailing services expenses are also justified where group travel by taxi is more economical than the total cost of travelling separately, or when there are unusually tight schedules for meetings.

Air and Rail Travel

Travel by air or rail is permitted when this is the most practical and economical way to travel. Travel must be arranged in advance and be booked by fixed dates; open-ended tickets are prohibited. Only economy class seating is permitted.

ACCOMMODATIONS

Reimbursement for overnight accommodation within an employee's home office area will not normally be authorized. Exceptional or emergency situations that require employees to remain close to their home office for periods long in excess of normal working hours.

Reimbursement will be made for single accommodation in a standard room, and no reimbursement will be made for suites, executive floors, or concierge levels.

Private stays with family or friends are encouraged. A maximum of \$30.00 per night for gratuitous lodging expenses is allowed. No receipt is required.

For extended stays at one location, long-term accommodation must be arranged on the approval of an immediate supervisor, to take advantage of lower weekly or monthly rates. This may include the rental of a housekeeping facility.

Reasonable gratuities for taxis will be reimbursed. Receipts are necessary to support reimbursement of these expenses.

MEALS FOR TRAVEL

Reasonable and appropriate actual meal expenses will be reimbursed, subject to approval by the employee's supervisor, and in accordance with Schedule 1, if the expenditure is incurred when the employee is required to work during or through normal meal periods or when, during a normal meal period, the employee is away on DNSSAB business from his or her home office base for a distance exceeding twenty-five (25) kilometers and such travel is infrequent and occasional in nature and does not fall within their regular duties.

Itemized receipts must be provided for reimbursement. Reimbursement must not exceed the amount actually spent (including taxes and gratuities) as validated by a receipt accompanying the claim, and in accordance with the meal reimbursement limits in Schedule 1.

GRATUITIES

Gratuities are restricted to a maximum of 15% for reimbursement. Any gratuities beyond this limit will not be reimbursed.

The limits set out in Schedule 1 are before taxes and gratuities. For example, if an employee/Board member were to purchase a lunch outside of the district and the meal cost \$25 before taxes and gratuities, the total cost for the meal would be \$32.49 (\$25 + 13% HST + 15% gratuity). The full \$32.49 would be reimbursed in accordance with this policy because the pre-tax and gratuity amount was within the stated limits. Any costs above the stated limits must be paid for personally and not with a corporate credit card. Receipts must be submitted through the Portal.

Reimbursement of meal costs must not include the reimbursement for any alcoholic beverages. No reimbursement shall be made for meals consumed at home prior to departure or on return, or for meals included in the cost of transportation, accommodation, seminars and/or conferences.

CONFERENCES

Employee attendance at conferences and seminars that involves overnight travel must be approved in advance by their supervisor.

Board member attendance at conferences and seminars that involves overnight travel is limited to the DNSSAB and NDHC Chairs and Vice-Chairs, and up to three (3) additional Board members from the DNSSAB Board. The exception to this rule is when either a NOSDA or OMSSA conference is occurring in the Nipissing District, in which case all Board members may be invited to attend. If the Chairs and/or Vice Chairs are unable to attend, they are able to delegate an alternate Board member to attend in their place.

HOSPITALITY

The DNSSAB CAO and senior management may provide hospitality to board members, employees, working group members, guests, visitors, volunteers, and other individuals as part of the business meeting.

Meals or light refreshments provided in the course of a business meeting should be part of the business meeting, not a matter of personal convenience, whether the meeting is for internal purposes or includes external organizations. When a meeting takes place over an extended period of time and the agenda includes a working meal, there may be justification that the meal is part of the business function.

Examples of such events:

- A meeting where there is a scheduled luncheon speaker.
- A meeting where participants work through a lunch period.
- Circumstances where it would be too time-consuming or disruptive to event continuity for participants to take a meal break away from the meeting

location.

It is preferred that meetings involving employees are not to be scheduled during lunch break as employees should be given an opportunity to receive a break from work during the day.

Hospitality costs

Functions should minimize costs but be consistent with:

- The status of the guest(s);
- The number of persons attending; and,
- The business purpose to be achieved.

Hospitality internal control

Hosts must ensure that hospitality expenses are recorded, and records contain information for each function:

- The circumstances, including any requiring special authority;
- The form of hospitality (meal, reception, etc.);
- The cost supported by receipts;
- Names of individuals entertained, their titles and company name; and,
- Approvals by CAO or delegate.

GIFTS OF APPRECIATION

Token gifts of appreciation, valued at up to \$30, may be extended to persons who are not attached to DNSSAB in exchange for pro bono services, such as the delivery of a presentation.

PROCEDURE/ADMINISTRATION

Non-Reimbursable Expenses

Expenses of a personal nature will not be reimbursed. Such expenses include, but are not limited to;

- recreational purposes (movie rentals, mini-bar, etc.);
- personal items;
- traffic and parking violations;
- social events that do not constitute hospitality as described above;
- alcoholic drinks
- participation of friends or family members in events and meals.

Receipts

Itemized receipts must be submitted with claims. Credit card slips by themselves are insufficient to support claim for reimbursement.

Time Limit for Claims

All claims must be submitted on a timely basis, and no later than 4 weeks after the date which the expense was incurred. Managers may extend this time limit using the principles to guide exceptions set out in this Policy.

Guidance on Exceptions to Rules

Requests for reimbursement should not be rejected solely because they arose from mistakes or misinterpretations of the requirements of this Policy. Decisions whether to approve reimbursement or to require repayment must be reviewed on a case-by-case basis.

Principle to guide exceptions to the rules

When the approval authority exercises discretion in making an exception, and in order to ensure a proper record for audit purposes, the rationale for the exception must be documented and accompany the claim.

DEFINITIONS

District of Nipissing: The District of Nipissing as defined under Ontario Regulations 278/98 Schedule 3

Home Office: An employee's regular place of business, permanent location associated with their position, or other place as designated by the employer.

Itemized Receipt: Document identifying the vendor with the date and amount of each expense item paid by the claimant. Document can be original paper, electronic or scanned copy format.

Spending Authority: Managers with authority and responsibility to approve the expenses subject to this policy. Spending authority must comply with the Purchasing Policy approval authority.

Travel: Business travel authorized by the appropriate spending authority, and does not include commuting between residence and headquarters.

Traveller: Employees and Board members of DNSSAB, guests and consultants.

SCHEDULE 1

Kilometre rates, meal reimbursement, reimbursable dependent care rates

(Updated April 24, 2019)

Kilometre rate: \$0.58 per km
 Kilometre rate in excess of 5,000: \$0.52 per km

The above kilometre rates apply to DNSSAB Board members and non-union employees only.

Meal reimbursement (before taxes and gratuities)

(Within District):	Breakfast	\$15.00
	Lunch	\$25.00
	Dinner	\$30.00

(Outside District):	Breakfast	\$20.00
	Lunch	\$30.00
	Dinner	\$50.00

BRIEFING NOTE B07-22

For Information or For Approval

Date: January 26, 2022

Purpose: **Resolution for Member Municipalities in Support of Provincial Funding for Housing and Health Supports**

Prepared by: Marianne Zadra, Executive Coordinator and Communications

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

Whereas the 2021 Point in Time Count identified 300 people in the District as homeless, indicating a steady increase from previous counts; and,

THAT while Government funding has provided capital dollars throughout the pandemic for the development of the Gateway Campus to provide emergency and transitional housing to the District's most vulnerable, there is no health and housing funding to support operations, and;

THAT while DNSSAB continues to advocate for housing and health funding with the Province to staff and meet the needs of the District's most vulnerable;

Be it resolved THAT area municipalities be encouraged to advocate for housing and health staffing support funding for the District's transitional housing development known as Gateway House with the provincial government.

BACKGROUND:

At the December 15, 2021, members passed the 2022 DNSSAB Budget (FA12-21), which indicated:

"In October 2021, the Board approved the construction of an additional 25 transitional housing units (Gateway House Phase 3) to be completed by March 31, 2023, that will be staffed 24/7. The goal of this project is to be a high support alternative to the temporary low barrier emergency shelter that is currently located in portables on the Gateway House site. There is currently no provincial or federal operating funding available to fund this project."

In addition, it was reported at the same meeting that the results of the latest Point in Time count (October 2021) shows that the number of people experiencing homeless (300) has steadily increased in recent years.

Also at that meeting, members felt strongly that municipalities should not carry the burden of funding operations at the Gateway House Campus that serves the most vulnerable in the District, as this is seen as a Provincial responsibility.

CURRENT STATUS/STEPS TAKEN TO DATE:

The DNSSAB continues to seek support from the provincial government for housing and health dollars and welcomes member municipalities to do the same.

NEXT STEPS:

The DNSSAB asks that member municipalities join in the advocacy efforts with the Province to obtain funding to provide housing and health supports for the District's most vulnerable.