



EXECUTIVE AUDIT COMMITTEE MEETING AGENDA

Healthy communities without poverty.

A G E N D A

Date: Wednesday, February 12, 2020

Time: 10:00AM

Location: Guillemette Rankin Board Room

Members: Councillor Mark King (Chair), Councillor Mac Bain (Vice-Chair), Mayor Jane Dumas, Mayor Dan O'Mara, Councillor Dan Roveda, Councillor Dave Mendicino

FOR BOARD MEMBERS ONLY:

Teleconference # 1-855-392-2520 Passcode 2950967# (advise if required)

Toll-Free # 1-877-829-5121 (can be used *only* when one person is calling in)

Item	Topic	Lead
1.0	1.1 Call to Order 1.2 Declaration of Conflict of Interest	Chair
2.0	Opening remarks by the Chair	Chair
3.0	Approval of Agenda February 12, 2020 THAT the Executive Audit Committee members accept the Agenda as presented. <i>*Note the presentation section has been moved later in the agenda to facilitate the auditor.</i>	Chair
4.0	Review of Minutes Recommendation THAT the Board adopt the minutes of the proceedings of the Proceedings of the Regular Board Meeting of January 29, 2020.	Chair

Item	Topic	Lead
5.0	<p>Review Draft Board Agenda for the February 26, 2020 Meeting</p> <p>Recommendation THAT the Board accepts the Draft Board Agenda for February 26, 2020 as presented.</p>	Chair
6.0	<p>REPORTS</p> <p>6.1 Committee Restructuring EX03-20</p> <p>Recommendation THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approval, as presented in report EX03-20.</p>	Melanie Shaye
	<p>6.2 Strategic Planning EX04-20</p> <p>Recommendation Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;</p> <p>Whereas the Board's current Strategic Plan 2020 is up for renewal;</p> <p>Whereas the timing for strategic planning is good as the Board is early in its term;</p> <p>Be It Resolved that the Board start the strategic planning process with general committee discussion and approval of the proposed planning framework and process presented in report EX04-20.</p>	Dave Plumstead
7.0	<p>7.1 PRESENTATIONS</p> <ul style="list-style-type: none"> • DNSSAB Recruitment Data • Audit Planning Process 	Melanie Shaye Justin Avery/Auditor
8.0	<p>UPDATES: To be presented at the meeting (additional items may arise at the meeting)</p> <p>8.1 CAO Updates and correspondence</p>	Catherine Matheson
9.0	OTHER BUSINESS	Marianne Zadra

Item	Topic	Lead
10.0	NEXT MEETING DATE Board Meeting Wednesday February 26, 2020 – DNSSAB Guillemette Rankin Boardroom Next Committee Meeting March 11, 2020	Chair
11.0	ADJOURNMENT THAT the Executive Audit Committee meeting be adjourned at p.m.	Chair



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING – WEDNESDAY JANUARY 29, 2020 3:00 PM –GOLDEN AGE CLUB, 135 WORTHINGTON STREET, NORTH BAY

MEMBERS PRESENT:

Councillor Mac Bain – Vice Chair (North Bay)
Mayor Dean Backer (East Nipissing)
Councillor Terry Kelly (East Ferris)
Councillor Mark King - Chair (North Bay)
Councillor Chris Mayne (North Bay)
Councillor Dave Mendicino (North Bay)
Mayor Dan O'Mara (Temagami) via teleconference
Councillor Dan Roveda (West Nipissing)
Councillor Scott Robertson (North Bay)
Representative Amanda Smith (Unincorporated)
Councillor Bill Vrebosch (North Bay)

REGRETS:

Mayor Jane Dumas (South Algonquin)

STAFF ATTENDANCE:

Melanie Shaye, Director of Corporate Services
Marianne Zadra, Executive Coordinator and Communications
Justin Avery, Manager of Finance
Stacey Cyopeck, Manager, Housing Programs
Lynn Demore-Pitre, Director, Children's Services
Michelle Glabb, Director, Social Services and Employment
Aimie Caruso, Manager Employment and Client Outcomes
Dave Plumstead, Manager Planning, Outcomes & Analytics. EMS Liaison

Guests

Jennifer Hamilton-McCharles – North Bay Nugget

CALL TO ORDER

The Regular Board Meeting was called to order at 3:02 PM by Chair Mark King.

**Adoption of the Roll Call
Resolution No. 2020-01**

Moved by: Councillor Terry Kelly
Seconded by: Councillor Bill Vrebosch

That the Board of Directors accepts the Roll Call as read for the Regular Board meeting of January 29, 2020.

Motion carried.

**Adoption of the Agenda
Resolution No. 2020-02**

Moved by: Mayor Dean Backer
Seconded by: Councillor Dan Roveda

That the Board accepts the agenda for the Regular Board meeting of January 29, 2020.

Motion carried.

DECLARATION OF CONFLICTS OF INTEREST

No conflicts were declared.

Election of DNSSAB Chair and Vice Chair

Resolution No. 2020-03

Resolved THAT the nominations for the DNSSAB Chairperson for the term of January 1, 2020 – January 2021 (the first Board meeting of the year) be open.

Moved by: Councillor Dave Mendicino
Seconded by: Mayor Dean Backer

The recording secretary called for nominations. Both Mark King and Mac Bain were nominated for the position of Chair, and both accepted the nomination.

Carried.

Resolution No. 2020-04

Resolved THAT the nominations for the DNSSAB Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year), 2020 be closed.

Moved by: Representative Amanda Smith
Seconded by: Councillor Bill Vrebosch

Carried.

Ballots were handed out and collected. The final tally, verified by the CAO, showed Mark King had seven votes and Mac Bain had five. Dan O'Mara voted live by email and Jane Dumas voted earlier by email.

Resolution No. 2020-05

Resolved THAT the DNSSAB Chairperson Elect Mark King be appointed for the term of January 1, 2020 – January 2021 (the first Board meeting of the year) and;
THAT the DNSSAB Chairperson Elect be the Chair of the Executive Audit Committee; and

THAT the remainder of the board meeting shall be chaired by the Chair Elect.

Moved by: Councillor Scott Robertson
Seconded by: Councillor Chris Mayne

Carried.

Resolution No. 2020-06

Resolved THAT the nominations for the DNSSAB Vice-Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year) be open.

Moved by: Councillor Dan Roveda
Seconded by: Councillor Terry Kelly

MacBain, Dan Roveda and Chris Mayne were all nominated for the position of Vice-Chair. Mac Bain declined the nomination while Dan Roveda and Chris Mayne accepted.

Carried.

Resolution NO. 2020-07

Resolved THAT the nominations for the DNSSAB Vice-Chairperson for the term of January 1, 2020 - January 2021 (the first Board meeting of the year) be closed.

Moved by: Councillor Dave Mendicino

Seconded by: Councillor Bill Vrebosch

Carried.

Ballots were handed out and collected by the Recording Secretary and the final tally, verified by the CAO, was six votes for Dan Roveda and five votes for Chris Mayne. Councillor Dan O'Mara voted live by email. Jane Dumas did not submit a vote for Vice Chair.

Resolution No. 2020-08

Resolved THAT the DNSSAB Vice-Chairperson Elect Dan Roveda be appointed for the term of January 1, 2020 – January 2021 (the first Board meeting of the year); and

THAT the DNSSAB Vice-Chairperson Elect be the Vice-Chair of the Executive Audit Committee.

Moved by: Councillor Terry Kelly

Seconded by: Councillor Bill Vrebosch

Carried.

CHAIR'S REMARKS

The Chair thanked everyone for their attendance and for their support in his Chairmanship. He noted the venue today was to show the earlier bed bug problem at the residential level of the building had not reached the Golden Age Club on the main floor, where many seniors attend for various activities.

He looks forward to the opportunity to tour member municipalities with the new CAO. He spoke about the relationships the new CAO is forging with community partners and member municipalities and how openness in communication is important in doing the Board's work. He noted there will be changes coming forward, including the structure of committee meetings, and thanked staff for their hard work over the past seven months during the CAO search.

The Chair noted he was very impressed with the new CAO's performance at ROMA and outlined what was accomplished there, and that he looks forward to some positive results from the delegation meetings.

Appointment of CAO

Resolution No. 2020-09

Moved by: Councillor Mac Bain

Seconded by: Representative Amanda Smith

BE IT RESOLVED THAT Catherine Matheson be appointed to the Board as Chief Administrative Officer of the District of Nipissing Social Services Administration Board effective January 6, 2020 pursuant to the District of Nipissing Social Services Administration Board Procedural By Law 2019-01, Section 10.1;

BE IT FURTHER RESOLVED THAT Catherine Matheson be appointed as Administrator under Section 4(3) of the DSSAB Act, effective January 6, 2020; **AND**

BE IT FURTHER RESOLVED THAT we hereby request approval from the Minister of Children, Community and Social Services (MCCSS) for this appointment.

Carried.

Resolution No. 2020-10 Appoint Secretary to the Board

Moved by: Mayor Dean Backer

Seconded by: Councillor Terry Kelly

BE IT RESOLVED THAT Catherine Matheson be appointed Secretary to the Board, per Procedural By-Law 2019-01, Section B-10.5.3, effective January 6, 2020.

Carried.

Resolution No. 2020-11 Signing Authority

Moved by: Councillor Scott Robertson

Seconded by: Councillor Bill Vrebosch

WHEREAS the Board of Directors approved the appointment of Catherine Matheson as Chief Administrative Officer, (Resolution No. 2020-09) and;

WHEREAS in accordance with best practices established by the DNSSAB, where signing authority includes the signatures of both the Chief Administrative Officer and the Chair, or their designates;

BE IT RESOLVED that the Chair Mark King, or Vice Chair Dan Roveda, in the absence of the

Chair, and Chief Administrative Officer Catherine Matheson, or her delegate Melanie Shaye, Director of Corporate Services, in the absence of Catherine Matheson, be signing officers of the Corporation.

Carried.

Review of Minutes
Resolution No. 2020-12

Moved by: Councillor Terry Kelly
Seconded by: Councillor Dave Mendicino

Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board Meeting of December 18, 2019.

Carried.

CAO Report
Resolution No. 2020-13

Moved by: Councillor Dave Mendicino
Seconded by: Councillor Mayor Dean Backer

Resolved THAT the Board accepts the January 29, 2020 verbal Report from the Chief Administrative Officer.

CAO Catherine Matheson thanked the board and updated them on the past three weeks since she has held the position of CAO. She thanked them for the opportunity to serve as CAO, and offered accolades to the staff for their professionalism and expertise, and thanked the hiring committee.

Some of the work underway includes:

- A review of the governance committee structure so that administration is more strategic in its presentations to Committee and the Board. This review will be brought forward next month.
- Strategies and priorities for the next few years will also be reviewed and the board will be asked how it wants to move forward.
- Working with community partners - There have been many meetings with NMHHSS, tours of the Crisis Centre and the Indigenous Hub, and tours of

member municipalities are being arranged for the next few weeks.

- Community safety and well-being legislation – an email is being sent to administration leads at member municipalities with information they can use for this purpose, while communicating fairly with all at the same time. Dave Plumstead is taking the lead on this moving forward.
- Advocacy – quite a bit of work went into preparing for the ROMA delegations, which were well received from all indications. Further correspondence on these efforts has been sent to the ministries DNSSAB met with.
- Northern advocacy – have met with the NOSDA group. They work quite closely with the ministry in terms of policy and directions.
- Provincial advocacy – the CAO has been asked to sit on the Provincial-Municipal Social Assistance and Employment Committee (PMSAEC).

The CAO said she is impressed with organization so far and looks forward to future work.

Carried.

**Consent Agenda – (Items may change for the final agenda)
Resolution No. 2020-14**

Moved by: Mayor Dean Backer

Seconded by: Councillor Mac Bain

Resolved THAT the Board of Directors approves the Consent Agenda of January 29, 2020 which includes the following:

(Consent Agenda Items)

7.1 Executive Audit Committee Minutes – January 15, 2020

7.2 Social Services and Employment Committee Minutes – January 15, 2020

7.3 Children's Services and EMS Committee Minutes – January 15, 2020

7.4 Housing Services Minutes – January 15, 2020

7.5 Correspondence/Notices

7.5.1 Dec 18 - NBRHC Letter and Declaration of Intent

7.5.2 Dec 19 Letter to Municipality of East Ferris RE MCCSS Letter

7.5.3 Dec 20 2019 Memo from MCCSS ADM to DNSSAB

7.5.4 Jan 2 Letter to Acting CAO from Chisholm Twp.

7.5.5 Jan 15 AMO communication RE Government announces consultation on recomposition of OPP Detachment Boards

Media notices will no longer be included in the Consent Agenda but will be sent out to members as they happen.

Carried.

Reports

Resolution No. 2020-15 Draft Apportionment of the Municipal Share of the Approved 2020 Budget EX01-20

Moved by: Councillor Scott Robertson

Seconded by: Mayor Dean Backer

THAT the apportionment of the municipal share of the 2020 District of Nipissing Social Services Administration Board budget, approved under resolutions 2019-177, 2019-178, 2019-179, and 2019-180, be received for information purposes as presented in report EX01-20.

Mayor Backer commended Justin Avery for the simplicity and thoroughness of his report to municipalities and he appreciated this when conveying information to each municipality that he represents.

Carried.

Resolution No. 2020-16 Travel, Meals and Hospitality Policy Update EX02-20

Moved by: Councillor Chris Mayne

Seconded by: Councillor Mac Bain

THAT the draft revisions to the 2019 Travel, Meal and Hospitality policy, previously approved under resolution 2019-70, be approved by the District of Nipissing Social Services Administration Board as presented in report EX02-20.

Carried.

Resolution No. 2020-17 Transfer of 416 Lakeshore Drive, North Bay, ON – Canada-Ontario Affordable Housing Program Extension (2009) Project

Moved by: Councillor Bill Vrebosch

Seconded by: Councillor Chris Mayne

That the District of Nipissing Social Services Administration Board (DNSSAB) receives for information report HS02-20 regarding the transfer of the Canada-Ontario Affordable Housing Program (AHP) project located at 416 Lakeshore Drive in North Bay.

Carried.

Resolution No. 2020-18 Reaching Home: Community Plan

Moved by: Councillor Terry Kelly

Seconded by: Mayor Dean Backer

That the District of Nipissing Social Services Administration Board (DNSSAB) receives information related to the amended Reaching Home – Community Plan, for the District of Nipissing and as set out in report HS03-20.

Carried.

Resolution No. 2020-19 Move in-camera

Moved by: Councillor Chris Mayne

Seconded by: Councillor Scott Robertson

That the District of Nipissing Social Services Administration Board (DNSSAB) move in camera at 3:45 PM to discuss a property matter (Section E -47.4.3 of the DNSSAB By-Laws).

Carried.

[Staff let the room except for CAO Catherine Matheson, Housing Programs Manager Stacey Cyopek, and Executive Coordinator Marianne Zadra].

IN-CAMERA MINUTES ARE FILED SEPARATELY

Resolution No. 2020-20 Adjourn in-camera

Moved by: Councillor Terry Kelly

Seconded by: Mayor Dean Backer

That the District of Nipissing Social Services Administration Board (DNSSAB) adjourn in-camera at 4:13 PM.

Carried.

Resolution No. 2020-21 Approve in-camera

Moved by: Councillor Dave Mendicino
Seconded by: Councillor Dan Roveda

That the District of Nipissing Social Services Administration Board (DNSSAB) approved the action/direction resulting from the in-camera discussion.

Carried.

New Business

There was a question about 416 Lakeshore Drive – Stacey Cyopeck indicated CMHA has elected to transfer the building to NMHHSS. The DNSSAB collected all of the required information to determine the suitability of NMHHSS as an Affordable Proponent, and subsequently made this recommendation to MMAH. The transfer is now under legal review with MMAH and we are pending their approval.

Next Meeting Date

Wednesday, February 26 at 3:00 PM DNSSAB Boardroom

Resolution No. 2020-22 Adjournment

Moved by: Mayor Dan O'Mara
Seconded by: Councillor Chris Mayne

RESOLVED that the Board meeting be adjourned at 4:23 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



BOARD OF DIRECTORS MEETING AGENDA

Healthy communities without poverty.

A G E N D A

Date: Wednesday, February 26, 2020

Time: 3:00 PM

Location: Guillemette Rankin Boardroom, 3rd Flr, DNSSAB, North Bay

Teleconference # 1-855-392-2520 Access Code 2950967

Item	Topic
1.0	<p>Call to Order</p> <p>1.1 Roll Call</p> <p>MOTION: #2020-23 <i>Resolved THAT the Board of Directors accepts the Roll Call as read by the Secretary for the Regular Board meeting of January 29, 2020 at ____PM.</i></p> <p>1.2 Review Board Agenda</p> <p>MOTION: #2020-24 <i>Resolved THAT the Board of Directors accepts the Agenda as presented.</i></p>
2.0	<p>Declaration of Conflict of Interest</p>
3.0	<p>Chair's Remarks</p>
4.0	<p>Minutes of Proceedings</p> <p>MOTION: #2020-25 <i>Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board Meeting of January 29, 2020.</i></p>

Item	Topic
5.0	<p>Presentations</p> <p>(no presentations scheduled at this time)</p>
6.0	<p>CAO Report</p> <p>MOTION: #2020-26 <i>Resolved THAT the Board accepts the February 26, 2020 verbal Report from the Chief Administrative Officer.</i></p>
7.0	<p>Consent Agenda - (Items may change for the final agenda)</p> <p>MOTION: #2020-27 <i>Resolved THAT the Board of Directors approves the Consent Agenda of February 26, 2020 which includes the following:</i></p> <p>(Consent Agenda Items)</p> <p>7.1 Executive Audit Committee Minutes – February 12, 2020 7.2 Social Services and Employment Committee Minutes – February 12, 2020 7.3 Children’s Services and EMS Committee Minutes – February 12, 2020 7.4 Housing Services Minutes – February 12, 2020 7.5 Correspondence/Notices</p>
8.0	<p>Reports</p>
	<p>8.1 MOTION: #2020-28 Committee Restructuring EX03-20</p> <p><i>THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approval, as presented in report EX03-20.</i></p>
	<p>8.2 MOTION: #2020-29 Strategic Planning EX04-20</p> <p><i>Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;</i></p> <p><i>Whereas the Board’s current Strategic Plan 2020 is up for renewal;</i></p> <p><i>Whereas the timing for strategic planning is good as the Board is early in its term;</i></p> <p><i>Be It Resolved that the Board start the strategic planning process with general committee discussion and approval of the proposed planning framework and process presented in report EX04-20.</i></p>

Item	Topic
	<p>8.6 MOTION #2020-30 Move in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) moved in camera at _____.</p>
	<p>8.7 MOTION # 2020-31 Adjourn in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) adjourn in-camera at _____.</p>
	<p>8.8 MOTION #2020-32 Approve in-camera (if required)</p> <p>That the District of Nipissing Social Services Administration Board (DNSSAB) approved the action/direction resulting from the in-camera discussion.</p>
9.0	<p>New Business</p>
10.0	<p>Next Meeting Date</p> <p>Wednesday, March 25 at 3:00 PM DNSSAB Boardroom</p>
11.0	<p>Adjournment</p> <p>MOTION: #2020-33 Resolved That the Board meeting be adjourned at p.m.</p>

REPORT

EX03-20

DATE: February 12th, 2020

PURPOSE: Board Committee Structure Analysis

PREPARED BY: Melanie Shaye, Director of Corporate Services

REVIEWED BY: Catherine Matheson, CAO

RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board adopts option two effective March 26th, 2020, pending by-law approvals, as presented in report EX0X-20.

BACKGROUND AND PURPOSE

- In 2019 the DNSSAB's Board and Committees met 73 times, either in regular Board, Committee, or Ad-Hoc Committee meetings. This number also includes NDHC Board meetings.
- In 2019 across other DSSAB's none met more than 23 times¹, either in regular Board, Committee or Ad-Hoc Committee meetings. See Attachment A.
- The Board has been open to a change in their governance structure.

The purpose of these changes is to allow:

- More focused governance discussions related to the Board's mandate.
- Increased emphasis on content and issues that may affect program and/or corporate strategy and direction.
- More efficient use of Board member time, and staff time, which can be redirected to program development, program oversight, program compliance and strategy implementation.
- Continued focus on the DNSSAB's Board and Committee having representation as expressed under the DSSAB Act.

¹ Three DSSAB's did not reply to our requests for information

The Committee structures of DSSAB's across the North, as well as Roberts Rules of Order, were referenced in the preparation of this report.

The Board Service Reimbursement Policy will be brought forward in a further report in March 2020.

PROPOSED OPTIONS

1. One Committee and Board

This option would include one monthly Board meeting, with no regular Committee meetings other than quarterly Finance and Administration Committee meetings to address audit results, investments and the budget. This option would allow for the Chair to call ad-hoc or special Committee meetings on an as-needed basis. Typically the agenda would flow based on priority items for approval and review or items that may have an impact on program/service delivery or the Board in general.

Both DNSSAB and NDHC Board meetings would be held in accordance with the applicable Board's by-laws, which would be updated should this option be adopted. NDHC Board meetings would not be regularly scheduled, and would be called when needed.

At least 3 other DSSAB's operate with a one Committee and Board meeting structure, with other Committees struck as needed, without a set schedule.

2. Two Committees and Board

This option would include two Committees, with the Finance and Administration Committee and the Community Services Committee meeting quarterly. The Community Services Committee would meet monthly where required and such meetings would be scheduled on the same day as the Board meeting. See Attachment B.

- **Finance and Administration Committee:** similar to the current Executive Audit Committee, this Committee would focus on budgetary and audit matters, as well as labour relations items. This would be a Committee of the Whole, with all Board members sitting on the Committee. The Chair has the ability to call additional meetings as needed.
- **Community Services Committee:** this Sub-Committee would deliver program content according to the DNSSAB's four operating areas, which include: Social

Services and Employment, Children's Services, Housing Services, and EMS. Meetings will be held at minimum on a quarterly basis to provide updates for each program area. Where there is sufficient information to create an agenda on matters requiring board direction, the additional meetings will be held to coincide with the regularly scheduled monthly board meetings. Up to eight Board members have the option of sitting on this Committee, with 50/50 representation between the City of North Bay and the rest of the District.

Both DNSSAB and NDHC Board meetings would be held in accordance with the applicable Board's by-laws, which would be updated should this option be adopted. NDHC Board meetings would not be regularly scheduled, and would be called when needed.

Four DSSAB's surveyed have regular Executive Audit or Finance Committee meetings scheduled. Others either have no such Committee, or hold Committee meetings on an as-needed basis.

3. Status Quo

This option would maintain the four current Committees of Executive Audit, Social Services and Employment, Children's Services and Emergency Medical Services (EMS), and Housing Services. Monthly Board meetings and periodic NDHC Board meetings would continue to be held in accordance with the applicable Board's by-laws.

CONSIDERATIONS RELATED TO COMMITTEE STRUCTURE CHANGES

No change to Committee structure can be made without amendments to the DNSSAB's Procedural By-law 2019-01, and NDHC's By-law #1. Any new structure cannot be executed until the by-laws are revised expressly to grant the power to use a new structure. Therefore, revisions to the by-law will be prepared by staff for the March Committee meeting, provided the Board supports a Committee structure change.

Currently the NDHC Board is composed of the Housing Services Committee. Under either option one or two of the new Committee structure options, staff recommends the NDHC Board be composed of eight Board members, with 50/50 representation from the District and the City of North Bay. The NDHC Board membership would be voted on annually at the Annual General meeting.

Within any of the above structures, staff will move towards a written report /briefing note style, with a focus on proposed resolutions, legislative changes and strategic discussions.

CONCLUSION

Staff recommend option two. It is felt this option best strikes a balance between achieving a time savings while also better integrating discussions related to the Board's mandate and strategic direction.

Should option one or option two be adopted, elections would occur at the April 2020 Board meeting to name the Chair and Vice Chair for both the Finance and Administration Committee, and the Community Services Committee.

Should a new structure be adopted, staff commit to evaluating the structure in one year's time.

Given that the NDHC annual general meeting is scheduled for May 2020, staff recommend deferring their by-law revisions until May 2020.

Staff also recommend creating clear Terms of Reference for Committees (should a Committee structure be adopted). The Terms of Reference could be prepared at a later date.

ATTACHMENT A

District	Board Meeting	Housing Corp	Committee of the Whole	Audit or Finance	Governance	Housing or Property	Social Services	Children Services / EMS	HR	French Language Services	# of meetings
Nipissing	18 + 6 adhoc Committee meetings	9	N/A	10	N/A	10	10	10	N/A	N/A	73
DSSAB 1	10	N/A	N/A	As needed-day of Board	N/A	N/A	N/A	N/A	As needed-day of Board	As needed-day of Board	10
DSSAB 2	12	N/A	N/A	2	N/A	2	N/A	N/A	N/A	N/A	16
DSSAB 3	9	N/A	N/A	1	N/A	5	N/A	N/A	2	N/A	17
DSSAB 4	12	N/A	N/A	3	N/A	N/A	N/A	N/A	N/A	N/A	15
DSSAB 5	12	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	12
DSSAB 6	12	N/A	2	4	5	N/A	N/A	N/A	N/A	N/A	23

ATTACHMENT B

Maximum meeting schedule

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
CSC	CSC	CSC	CSC	CSC	CSC	no summer meetings unless specially called		CSC	CSC	CSC	CSC
		F&A			F&A			F&A			F&A
DNSSAB BOARD			DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD	DNSSAB BOARD					
NDHC Board			NDHC Board	NDHC Board	NDHC Board	NDHC Board					

BRIEFING NOTE

EX04-20

For Information /Discussion For Decision For Approval For Advocacy

Date: February 12, 2020

Purpose: Strategic Plan Development /Renewal

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

Reviewed by: Catherine Matheson, CAO

1.0 Recommendation

Whereas the DNSSAB has undertaken strategy development and implementation in various forms dating back to its inception;

Whereas the Board's current *Strategic Plan 2020* is up for renewal;

Whereas the timing for strategic planning is good as the Board is early in its term;

Be It Resolved that the Board start the strategic planning process and approve the proposed planning framework and process presented in report EX04-20.

2.0 Background

Over the years, the DNSSAB has taken various approaches to the strategic planning process, depending on the planning resources available and the senior leadership and direction at the time. The planning process has ranged from fairly straightforward, simple, and narrow (for example, determining priorities at an off-site retreat) to challenging, complex, and comprehensive (for example, developing a Balanced Scorecard complete with mission; vision; values; strategy map; change agenda; process/project alignment; and extensive stakeholder consultation and analysis). Additionally, in some cases the Board has hired consultants and facilitators to help develop the strategic plan while in other cases staff has been responsible for leading the process and developing the plan.

While there are general conventions and principles to follow for good planning practice there is no single or best way to undertake strategic planning and development. Most methods however, boil down to some sort of environmental scan and analysis, objective/priority-setting, and implementation plan. In any case, the planning process - regardless of the approach or scope - has always served to bring staff and the Board together to discuss the pressing issues and develop strategies for the future. This in itself creates value from the process and benefits the organization, clients, citizens and other stakeholders.

As mentioned earlier the current DNSSAB Strategic Plan 2020 (see Appendix) is expiring. The plan was developed in 2014-2015 and had a five-year time horizon for achievement. This plan took an outcome-based approach which included a change to the corporate vision and the development of five strategic priorities for each program area and corporate services. The plan was framed by pillars of *efficiency*, *effectiveness*, and *excellence* and underpinned by the organization's values. The 2020 plan was internally driven and developed through brainstorming and planning sessions with management staff – the Board provided input further on during a mid-term review.

In view of the above, it is time to revisit the Board's direction for the future and embark on the next round of strategic planning. The following sections present a proposed framework for developing the plan, and the process and next steps.

3.0 Proposed Strategic Planning Framework

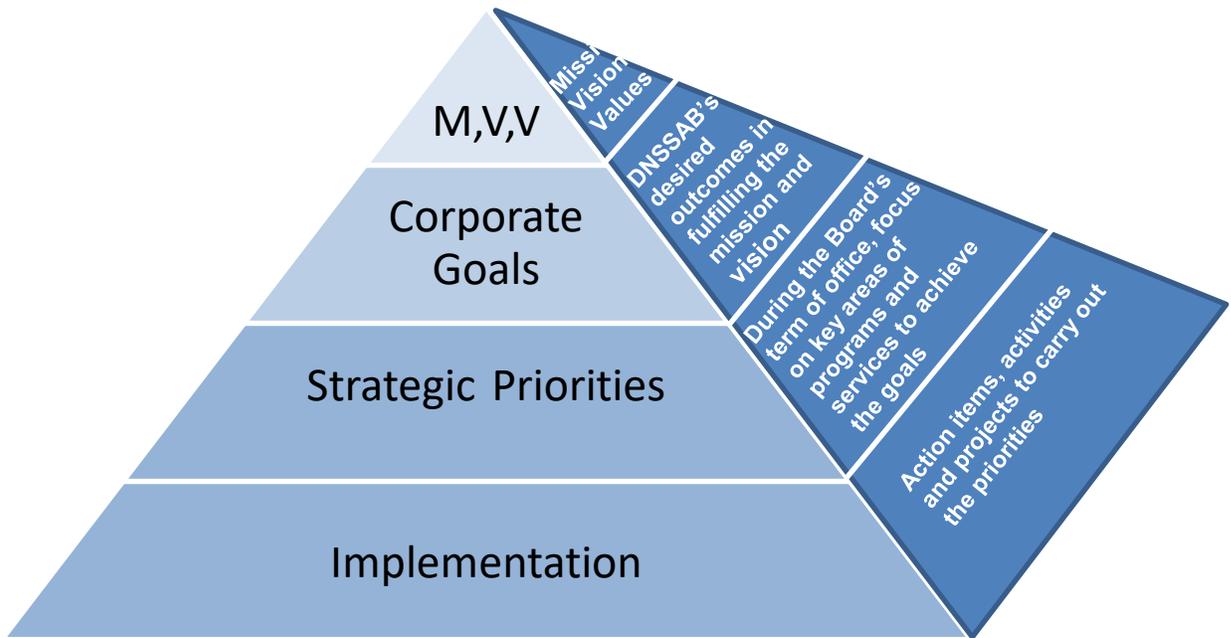
The following is a high-level summary of the proposed strategic planning framework that staff and the Board will employ to develop and implement the next plan. The framework takes a cascading approach.

The following planning framework (3.1 below) takes a goal-setting approach with a longer, 20-year time horizon. The corporate goals will be set in view of the vision and mission and will guide the organization through to 2040. Strategic priorities for achieving the goals will also be developed along with an implementation plan for priority execution and measuring progress. The strategic priorities and implementation activities will be revisited on a shorter, four-year planning cycle to align with each Board's term of office.

This framework brings the added benefit of providing corporate strategic direction over multiple Board terms, with each respective Board setting the priorities for their term of office. As many of the changes the DNSSAB is trying to affect are long-term propositions (such as reducing poverty) the longer time horizon offers greater

focus. Additionally, the framework brings a more regular, systematic approach to the Board's planning process.

3.1 DNSSAB Strategic Planning Framework



M, V, V (Mission, Vision, Values)

Taken together, the DNSSAB's Mission, Vision and Values present the organization's value proposition to the community and stakeholders. While the vision communicates where the DNSSAB wants to be in the future, the mission indicates how it intends to get there and the Board's reason for being. These are framed by the corporate values which represent the organization's core beliefs and principles, and are front and centre in all behaviour and activities, decision-making, and interactions with stakeholders.

These key components will be informed by relevant information, data, and staff/Board input and revisited through planning workshops.

Corporate Goals

Corporate goals are needed to realize the aspirations of the more abstract mission and vision and they start to provide a tangible means for achievement. The goals represent the DNSSAB's desired outcomes and everything the plan is to

accomplish in fulfilling the mission and vision. As mentioned earlier, it is recommended the Board take a 20-year look into the future for developing these goals which will transcend multiple Board terms.

The goals will be informed by relevant information, data, and staff/ Board input and developed by the senior team and the Board through respective planning workshops. The goals will also be vetted through the Board's three local planning tables.

Strategic Priorities

Developing strategic priorities (aka, 'strategic objectives') is next in the strategy cascading process and they start to operationalize the mission, vision, and goals above them. To attain the corporate goals the Board will need to focus on priorities in key areas of the programs and services. These priorities differ from 'regular' or operational priorities in that they are forward looking and focus on what matters most (corporate goals) to the Board. The priorities will also help the strategic plan to be more easily understood and communicated to the DNSSAB's stakeholders.

As mentioned earlier, the strategic priorities will align with the Board's term so this first set will have a three-year timeline (2022) for achievement.

The strategic priorities will be informed by relevant information, data, and staff/ Board input and developed by the senior team and the Board through respective planning workshops.

Implementation

As both the literature and experience show, many strategic plans are destined for the shelf without an implementation /action plan that operationalizes the mission, vision and goals which at this point are still somewhat abstract and high level. Plan implementation includes outlining the various action items, activities and projects that will be undertaken to carry out the strategic priorities and achieve the goals. The implementation /action phase also introduces accountability, measurement, and reporting, and provides a feedback loop for adjusting the strategic plan along the way if need be.

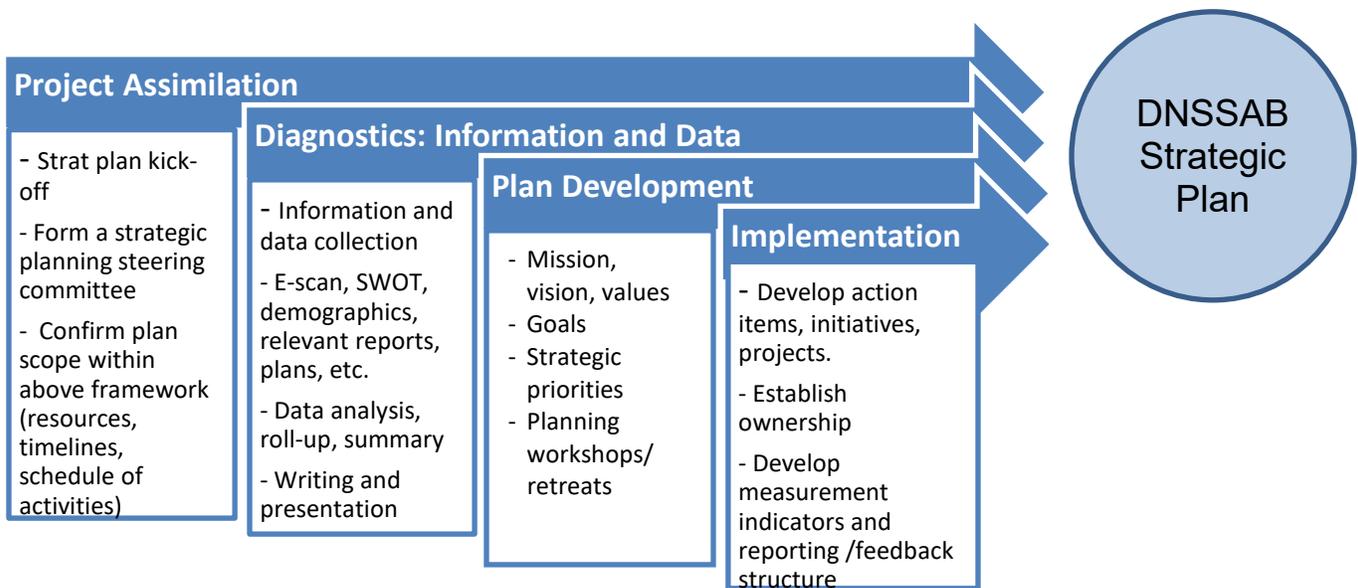
Under guidance of the strategic planning steering committee (see below) the implementation plan will be developed by the senior management team - specifically, the respective directors and managers working with their staff on implementation details.

4.0 Strategic Plan Communications and Branding

The strategic plan will also be a useful tool for communicating the Board’s direction and corporate brand to the community and other stakeholders. Thus, a communication plan will also be developed and implemented to ensure engagement and the sharing of the plan, while also keeping the messaging consistent and maintaining the corporate brand. A report will be brought back to the Board prior to finalization of the Strategic Plan.

5.0 Planning Process and Next Steps

The figure below summarizes the planning process for the framework described above and the next steps in developing the strategic plan. While the process is somewhat sequential it also has overlaps and there can be different planning activities happening at the same time:



6.0 Conclusion

Over the years the DNSSAB has undertaken strategic planning in various forms and capacities. The current Strategic Plan 2020 is up for renewal and once again it is time for the Board to engage the planning process.

Following the planning framework and process presented in the paper will lead to a strategic plan that charts the Board’s course for the future while also reflecting the Board’s current priorities during the term of office. It is anticipated this process would be complete and the Strategic Plan presented for approval by Fall of 2020.

APPENDIX A

STRATEGIC PLAN 2020

OUR VISION: *Healthy communities without poverty*

OUR MISSION: *Proactively enabling inclusive, healthy and prosperous communities within the District of Nipissing through a focus on prevention, innovation and accessible human services*

EFFICIENCY

ONTARIO WORKS AND EMPLOYMENT

- ◆ Advocate, enhance and align internal employment programming and initiatives with the economic needs of the District.
- ◆ Focus on client centered services that recognize the challenges and opportunities facing clients on their path to self-sufficiency through employment.
- ◆ Deliver seamless service that is effective, efficient and enhances opportunities for feedback.
- ◆ Strengthen human resources strategies to attract personnel with targeted qualifications. i.e. mental health/addictions and employment
- ◆ Re-align existing resources to find efficiencies and better meet the needs

CHILDREN'S SERVICES

- ◆ Enhance focus on quality assurance reviews and metrics
- ◆ Further develop system to increase childcare capacity that aligns with Ontario's vision for early years
- ◆ Enhance sector capacity with targeted professional development and training opportunities
- ◆ Lead partners with effective and efficient special needs services
- ◆ Advocate for provincial resources to expand opportunities to access fee subsidy and target employment supports for those with children

EMERGENCY MEDICAL SERVICES

- ◆ Enhance health care system coordination by growing the role of Community Paramedicine and the use of target paramedical skills. i.e. Using paramedic skills and time more proficiently during "down times" in rural areas
- ◆ Increase response time focus by training more Emergency First Response Teams in targeted areas - provide incentives and recognition.
- ◆ Enhance the outcomes of our highest risk, frequent users and most vulnerable patients that are linked to the hospital system i.e. check ins and innovative best practices
- ◆ Advocate with partners for desired system changes in EMS i.e. funding formula, Ambulance Act, regulations and patient standards
- ◆ Maintain Nipissing District EMS services that meet or exceed provincial quality standards.

EFFECTIVENESS

HOUSING SERVICES

- ◆ Become local experts on our legislated responsibilities; build knowledge and capacity with stakeholders by providing effective coaching, mentoring and training opportunities
- ◆ Facilitate, support and maintain the integrity of the social housing system with sensible program and financial performance
- ◆ Work with our partners to implement the 10 Year Housing and Homelessness Plan and continue to focus on homelessness prevention
- ◆ Maintain excellent service system obligations by delivering efficient and effective customer service
- ◆ Facilitate and assist NDHC with their long-term social housing regeneration and modernization plan

CORPORATE SERVICES

- ◆ Targeted investments in technology for enhanced district wide electronic customer service delivery models, resource utilization and corporate risk management.
- ◆ Increase employee engagement and organizational talent capacity with targeted training and long-term talent management profiling by department
- ◆ Enhanced communication and community engagement through the use various media forms to share timely information and drive effective client and stakeholder feedback.
- ◆ Develop sound metrics and data systems to measure results of decisions and strategies and to streamline existing processes. This includes enhanced performance data management reporting, organizational and financial alignment and advanced data analysis - to drive informed decision-making with long-term planning (20-years).
- ◆ Continue drive for efficiency by exploring opportunities for shared services

EXCELLENCE


 District of Nipissing
 Social Services
 Administration Board

Conseil d'administration
 des services sociaux
 du district de Nipissing

Putting People First

Pro-Active

Collaboration

Empowerment

Innovation

FIVE CORE VALUES MAKE UP OUR FOUNDATION AND ARE APPLIED TO EVERYTHING WE DO