



REGULAR BOARD MEETING AGENDA

Healthy Communities without Poverty

Date: Wednesday, October 27, 2021

Time: Regular DNSSAB Board Meeting at 1:00 PM (or following the adjournment of the Community Services Committee)

Location: By video conference while pandemic protocols are in place

<https://zoom.us/j/93599195967?pwd=bnRlMlJTW1NSzExQT09>

Meeting ID: 935 9919 5967

Passcode: 7672877

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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	1.1 Call to Order MOTION: #2021-78 <i>Resolved</i> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of October 27, 2021 at ____ PM. 1.2 Declaration of Conflict of Interest

Item	Topic
2.0	Opening remarks by the Chair
3.0	Approval of Agenda for October 27, 2021 MOTION: #2021-79 <i>Resolved</i> THAT Board members accept the Agenda as presented.
4.0	Approval of Minutes 4.1 MOTION: #2021-80-A <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of September 22, 2021. 4.2 MOTION: #2021-80-B <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Finance and Administration Committee meeting of September 22, 2021.
5.0	Delegations 5.1 HS47-21 Action Plan for Homelessness – (for approval) MOTION: #2021-81 BE IT RESOLVED THAT the Board accepts the report “Homelessness Action Plan in the Nipissing District” as described in HS47-21; and THAT any financial implications for the Board associated with the respected actions in the Plan be brought forward to the board for decision prior to commitment; and THAT staff provide quarterly updates to the Board on the progress of plan and achievement of the priorities.
6.0	6.1 CAO VERBAL UPDATE: MOTION: #2021-82 THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for October 27, 2021.
7.0	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. MOTION: #2021-83

Item	Topic
	<p>THAT the Board receives for information or approval purposes, Consent Agenda items 7.1 to 7.2.</p> <p>7.1 B21-21 COVID-19 Employee Survey Results - information on the COVID-19 employee survey results.</p> <p>7.2 B20-21 COVID-19 Workplace Vaccination Protocol – (for approval) THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves Briefing Note B20-21, outlining the COVID-19 Workplace Vaccination Protocol.</p>
8.0	MANAGERS REPORTS
	<p>8.1 Move in Camera MOTION: #2021-84</p> <p>THAT the District of Nipissing Social Services Administration Board (DNSSAB) move in-camera at _____ PM to discuss a matter of negotiation and a personnel matter.</p>
	<p>8.2 Adjourn In Camera MOTION: #2021-85</p> <p>THAT the District of Nipissing Social Services Administration Board (DNSSAB) adjourns in-camera at _____ PM.</p>
	<p>8.3 Approve In Camera MOTION: #2021-86</p> <p>THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the direction/action agreed to in the in-camera session.</p>
9.0	OTHER/NEW BUSINESS
10.0	<p>NEXT MEETING DATE Wednesday, November 24, 2021</p>
11.0	<p>ADJOURNMENT MOTION: #2021-87 <i>Resolved</i> THAT the Board meeting be adjourned at _____.</p>



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING – SEPTEMBER 22, 2021
Directly following the Finance and Administration Committee

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)

REGRETS:

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, Acting Director, 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

1.1 CALL TO ORDER

Resolution No. 2021-67

Moved by: Bill Vrebosch

Seconded by: Amanda Smith

Resolved THAT the Board of Directors accept the Roll Call as read by the Recording Secretary for the Regular Board meeting of September 22, 2021 at 12:32 PM.

The regular Board Meeting was called to order at 12:32 PM by Chair Mark King.

Carried.

1.2 DECLARATION OF CONFLICTS OF INTEREST

Bill Vrebosch declared a conflict with an in-camera item.

2.0 CHAIR'S REMARKS

The Chair welcomed everyone back from the summer break.

He spoke about the retirement of two long-time employees, Joanne Chirico and Pierre Guenette, and wished them well.

He reviewed what has happened with encampments (Jet Street) over the summer, how various organizations have worked together to find people shelter and connect them to services.

The Chair noted the NOSDA resolutions in the package which DNSSAB has been asked to endorse, including ones that speak to continued funding for Community Paramedicine and CHPI as a minimum threshold to support homelessness prevention initiatives.

He spoke about the upcoming budget and indicated another Finance and Administration meeting will be held in November with updated numbers.

The Chair informed the board about a presentation to the Rotary Club on the DNSSAB and its scope of services in early September.

He indicated DNSSAB will be closing its office on September 30th, to honour a Day of Truth and Reconciliation.

3.0 ADOPTION OF THE AGENDA

Resolution No. 2021-68

Moved by: Dave Mendicino

Seconded by: Dan O'Mara

Resolved THAT the Board accepts the agenda as presented.

Carried.

4.0 APPROVAL OF MINUTES

4.1 Resolution No. 2021-69-A

Moved by: Jane Dumas

Seconded by: Dan Roveda

Resolved THAT the Board adopts the minutes of the proceedings of the Regular Board meeting of June 23, 2021.

Carried.

4.2 Resolution No. 2021-69-B

Moved by: Jane Dumas

Seconded by: Dan Roveda

Resolved THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of June 23, 2021.

Carried.

5.0 DELEGATIONS

5.1 Anti-Stigma Campaign – Developed by the NDHHP (CAB), Tawnia Healy, Community Health Promoter with the NBPSDHU and Glenn Peterson, Lived Expert presented a video and advertisements about this October campaign. “See the person” encourages people to disregard preconceptions people may have about those experiencing homelessness, and to treat everyone with the same regard. The series of videos and social media posts reflect the feelings the perspectives of people with lived experience of homelessness, and how stigma makes them feel inferior and further challenges their journey to housing and stability.

The Chair thanked the presenters.

5.2 B17-21 Nipissing District Community Safety and Well-Being Plans – Community Projects Planner Tyler Venable reviewed report B17-21 through a presentation. He reviewed the priority risks and strategy themes identified in the plans provided by District Municipalities, with the exception of West Nipissing, Bonfield and Temagami, whose plans were not yet submitted. There was discussion about how affordable housing is defined. Tyler indicated the province uses 80% of market rent to define affordable. There was discussion about how this will be enacted and who is responsible. The DNSSAB will incorporate some of the findings of the CSWB Plans into its strategic plan.

It was agreed that local MPs and MPPs will be sent a synopsis of the District plans on Board's behalf, indicating what is happening now and what the plans hope to change.

5.3 HS46-21 Homelessness Landscape in the Nipissing District – Review of Current Programs, Services, Supports and Investments in the Homelessness Sector

Resolution No. 2021-70

Moved by: Terry Kelly

Seconded by: Dan Roveda

WHEREAS the number of people experiencing homelessness (unsheltered and sheltered) in North Bay and the broader Nipissing District continues to rise, putting increased pressure on the emergency shelter and first response systems, and community social and health services; and

WHEREAS the homelessness situation was exacerbated with the COVID-19 pandemic which has further changed the landscape and conditions under which the Board was previously addressing homelessness and related issues;

THEREFORE BE IT RESOLVED that the Board accept the report "Homelessness Landscape in the Nipissing District" as described in HS46-21 and attached "A" (same title), which will then be followed by a Homelessness Action Plan in October.

Manager Planning, Outcomes & Analytics, David Plumstead reviewed the homelessness environment before 2019 and the changes that have happened after 2019. This information sets up the plan to be presented next month. The CAO stated the facts in this report are important to understand the landscape and next month's report about action going forward, especially since the Province has advised that new Social Services Relief funding will no longer be available. There was discussion about the need to work with community partners throughout the housing continuum and where funding might come from.

Carried.

6.0 CAO VERBAL UPDATE**Resolution No. 2021-71****Moved by:** Dean Backer**Seconded by:** Dan O'Mara

Resolved THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Report for September 22, 2021.

CAO Catherine Matheson updated the Board on the following items:

The Board will be hearing more about the Ontario Works modernization plan in upcoming meetings as the Province ramps up modernization in four regions between now and 2023. The City of Toronto and the North will be the last regions to get onboard. The Province has placed a temporary pause on the centralized intake for Ontario Works. Funding for 2022 won't be impacted by this. There will be further information on this in October.

The EMS business case for direct delivery is coming forward in November. Work continues on analysis, and conversations with contract agencies and unions.

Carried.

7.0 CONSENT AGENDA**RESOLUTION: #2021-72****Moved by:** Jane Dumas**Seconded by:** Terry Kelly

THAT the Board receives for information or approval purposes Consent Agenda items 7.1 to 7.8.

7.1 B14-21 Pandemic Plan Update – for approval

THAT the District of Nipissing Social Services Administration Board accepts Briefing Note B14-21; COVID-19 Workplace Pandemic Plan Update, dated September 22, 2021; and

THAT the Board supports the approach of the updated Plan, which focuses on the continuation of services during the pandemic, with primary consideration for the health and safety of employees, clients and tenants.

7.2 HS42-21 Coordinated Access Update – Nipissing Counts 2021, By Name List, HIFIS 4.0 -

Report HS42-21 provides and update on the implementation of Coordinated Access, By Name List, and HIFIS 4.0, as well as Nipissing Counts 2021 Homeless Enumeration, for information purposes.

7.3 HS43-21 Procurement in Emergencies – COVID Isolation Centre – Report HS43-21 is provided for information, in accordance with the Board’s Purchasing Policy #CORP-01, under the authority of the DNSSAB Procedural Bylaw 2020-01.

7.4 HS39-21 Sale of Affordable Housing project located at 70 John Street, Sturgeon Falls - Report HS39-21 outlines the details of the sale and early withdrawal of the Canada-Ontario Affordable Housing Program (AHP) (2003) project located at 70 John Street in Sturgeon Falls, and is provided for information purposes.

7.5 EMS08-21 Response Time Standard 2022 Plan - for approval

THAT the District of Nipissing Social Services Administration Board approve the Response Time Standard (RTS) plan for calendar year 2022 for submission to the Minister of Health, as described in briefing note EMS08-21.

7.6 EMS09-21 Community Paramedicine: Joint Submission by AMO and OAPC – EMS09-21 details for information a recent submission to the Minister of Health (MOH) and Minister of Long Term Care (MLTC) prepared by the Association of Municipalities of Ontario (AMO) and the Ontario Association of Paramedic Chiefs (OAPC). The submission focuses on Community Paramedicine programming across the Province.

7.7 B18-21 National Day for Truth and Reconciliation - Briefing Note B18-21 provides information for the Board on the National Day of Truth and Reconciliation and its observance by the District of Nipissing Social Services Administration Board (DNSSAB) staff.

7.8 B20-21 NOSDA Resolutions – for approval

THAT the District of Nipissing Social Services Administration Board (DNSSAB) agrees to endorse the attached Northern Ontario Service Deliverers Association (NOSDA) resolutions 2021-6 to 2021-17, as presented at their AGM.

Carried.

8.0 MANAGER’S REPORTS

8.1 HS41-21 Native People of Nipissing Non-Profit Residential Development Corporation (NPON) Phase I End of Operating Agreement

RESOLUTION: #2021-73

Moved by: Bill Vrebosch

Seconded by: Dan Roveda

THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives for approval report HS41-21, regarding the End of Operating Agreement for the Native People of

Nipissing Non-Profit Residential Development Corporation (NPON) Phase I scattered units; and,

THAT the DNSSAB continue to fund the 15 Urban Native units through the COCHI Rent Supplement allocation from the 2021-22 and 2022-23 fiscal years.

Housing Services Director Stacey Cyopeck reviewed the report, adding that DNSSAB is looking to continue its relationship and provide rent supplements to maintain urban Native priority units. Money has been set aside and future funds will be dispersed to keep these units on line.

Carried.

8.2 In Camera

RESOLUTION: #2021-74

Moved by: Chris Mayne

Seconded by: Jane Dumas

THAT the District of Nipissing Social Services Administration Board (DNSSAB) move in-camera at 2:01 PM to discuss matters of negotiation and legal matters.

Carried

[In-camera minutes are filed separately.]

8.5 Adjourn In Camera

RESOLUTION: #2021-75

Moved by: Dan O'Mara

Seconded by: Dan Roveda

THAT the District of Nipissing Social Services Administration Board (DNSSAB) adjourns in-camera at 2:22 PM.

Carried

8.5 Adjourn In Camera

RESOLUTION: #2021-76

Moved by: Amanda Smith

Seconded by: Terry Kelly

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

9. NEW BUSINESS

There was no new business brought forward.

10. NEXT MEETING DATE

Wednesday, October 27, 2021

11. ADJOURNMENT

Resolution No. 2021-77

Moved by: Chris Mayne

Seconded by: Dave Mendicino

Resolved THAT the Board meeting be adjourned at 2:25 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, SEPTEMBER 22, 2021 12:00 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)

REGRETS

Councillor Scott Robertson (North Bay)

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

CALL TO ORDER

The Finance and Administration Committee was called to order at 12:01 PM by Chair Mark King.

DECLARATION OF CONFLICTS OF INTEREST

None were declared.

CHAIR'S REMARKS

The Chair welcomed everyone.

ADOPTION OF THE AGENDA

RESOLUTION: FA #2021-09

MOVED BY: Jane Dumas

SECONDED BY: Bill Vrebosch

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

Carried.

DELEGATIONS – none at this time

CONSENT AGENDA

RESOLUTION: FA#2021-10

MOVED BY: Chris Mayne

SECONDED BY: Terry Kelly

THAT the Committee receives for information and approval purposes Consent Agenda items 5.1 to 5.3.

5.1 FA08-21 Budget Issues Report provides the District of Nipissing Social Services Administration Board (DNSSAB) with a preliminary update on the issues that will impact the 2022 budget.

5.2 FA09-21 Reserves Report

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the reserves recommendations as outlined in briefing note FA09-21.

The Chair asked Justin to review the report and he explained the various reserves.

5.3 FA10-21 Q2 Financial Report provides the District of Nipissing Social Services Administration Board (DNSSAB) with an update on the YTD financial performance of the organization relative to the budget set for the same period and the forecast to year-end.

Carried.

MANAGERS REPORTS

6.1 EMS02-21 Ambulance Purchasing

RESOLUTION: FA #2021-11

MOVED BY: Dave Mendicino
SECONDED BY: Dan Roveda

THAT the Committee approve the establishment of a Sole Source Agreement with Demers-Braun-Crestline (DBC), and the expensing of dollars out of the budget year, as outlined in Briefing Note EMS07-21.

EMS Chief Robert Smith explained the changes with the way ambulances are purchased and how this impacts the budget. The changes result in one provincially approved provider for ambulances, resulting in a request for sole-sourcing of the ambulances. The changes include a 30% deposit at the time of order and a lead time of up to 18 months. There was a question about the reasons for the increase and there was discussion about the impact of the pandemic on manufacturing. It was suggested other sources be examined in the event there's a possibility for out-of-province providers. Rob will come back with further information on this.

OTHER BUSINESS

There was no other business.

NEXT MEETING DATE

Wednesday, November 24, 2021

This meeting was added to the regular meeting calendar.

ADJOURNMENT

RESOLUTION FA#2021-12

MOVED BY: Mac Bain
SECONDED BY: Dan O'Mara

Resolved That the Finance and Administration Committee meeting be adjourned at 12:18 PM.

Carried.

MARK KING
CHAIR OF THE BOARD

CATHERINE MATHESON
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



BRIEFING NOTE HS47-21

For Information For Approval

Date: October 27, 2021

Purpose: **Homelessness Action Plan**

Prepared by: David Plumstead, Manager, Planning, Outcomes & Analytics
Tyler Venable, Community Projects Planner

Reviewed by: Catherine Matheson, CAO

RECOMMENDATION:

BE IT RESOLVED THAT the Board accepts the report “Homelessness Action Plan in the Nipissing District” as described in HS47-21; and

THAT any financial implications for the Board associated with the respected actions in the Plan be brought forward to the board for decision prior to commitment; and

THAT staff provide quarterly updates to the Board on the progress of plan and achievement of the priorities.

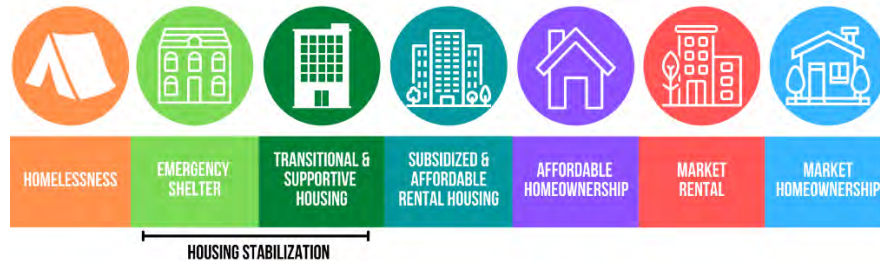
BACKGROUND:

The report, “Homelessness Landscape in Nipissing District” (Sept. 2021) was presented to the Board in September and highlighted the increase in local homelessness despite significant investments and planning efforts by staff and other community organizations. The Homelessness Action Plan follows up on the report and presents an action framework to address local homelessness over the next 12 months. The framework provides a clear path of action for staff and the Board to follow, which is realistic, attainable, and within the Board’s scope of responsibility and strategic direction.

The Homelessness Action Plan follows a specific definition of homelessness and certain assumptions for setting the priorities and developing the action items. The community work and progress to date was also important to look at and acknowledge in the development of actions.

In the action plan, the priorities and their respective actions are located on the housing continuum to indicate which part of the housing supply they address. As the primary focus is on the homeless population, most of the priorities and action items will affect the left-hand side of the continuum (i.e., from absolute street homelessness to transitional and supportive housing).

Additionally, reference is made to other related planning strategies - from other community plans - that the priorities and actions are related to. In some cases, the following priorities and action items are already underway but will now be fast-tracked or given greater priority for completion, based on their potentially large impact in reducing homelessness. In other cases, the priorities and action items are new but are seen as critical to achieving some of the other priorities or intended outcomes.



REPORT:

The Homelessness Action Plan features 7 sections guided by their specific priority and a total of 42 actions. Actions are also tied to associated planning strategies through the 10-Year Housing and Homelessness Plan, The sections below will list each section and their respective priority statements and actions.

Unsheltered Homelessness

Priority: Establish a coordinated system of outreach supports to quickly connect unsheltered homeless individuals with housing and health services and programs.

Actions:

- Continue with and build upon the Encampment Coordinated Response Table and ensure the representation of decision-makers from the City of North Bay, North Bay Police, DNSSAB, North Bay Indigenous Friendship Centre, and other health and social services providers with the aim to move unsheltered homeless individuals to housing.
- Ensure that there is sustainable funding for emergency response teams to assist with crisis situations including encampments, housing that has been condemned, and housing destroyed by a natural disaster or fire.
- Provide mobile health and crisis response services such as street nursing, which are also linked to coordinated access (i.e., location of available housing) and case management.
- Ensure that there is space available to rapidly shelter or re-house individuals who are transitionally homeless or have been affected by housing that has been condemned or accommodations that have been destroyed by natural disasters or fires, or COVID infections.

- Building upon the community work that has been done, complete and formalize the process for obtaining the names of homeless individuals and utilize a case management model to house and support individuals promptly.
- Establish the necessary data-sharing agreements between relevant service providers, to share client information and data in support of case management (above), research and analysis, and planning.

Emergency Shelter Services

Priority: Develop a shelter system that is innovative, cost-effective, and easy to access, to provide housing stability and rapid re-housing as required.

Actions:

- Utilize provincial homelessness funding to continue to cover the operating costs of the Low-Barrier Shelter to March 31, 2022, with an emphasis on rapid rehousing for those experiencing episodic or transitional homelessness.¹
- The DNSSAB to develop a funding strategy to cover the operating costs of the Low-Barrier Shelter from April 1 to December 31, 2022.
- Reduce - with an aim to eliminate - the use of shelter overflow in hotels/motels through coordinated access, transitional housing, and/or rapid housing options (see also, Unsheltered Homelessness).
- Offer 24/7 shelter and day programming for the homeless population.
- Utilizing the by-name list, conduct a risk assessment of individuals utilizing the low-barrier shelter, or in known encampments, and utilize a case management model to house and support individuals promptly.
- Explore current development projects and opportunities to reserve housing units for homeless families.

Transitional & Supportive Housing

Priority: Create dynamic transitional and supportive housing that stabilizes individuals and promotes life skills development and independent living.

Actions:

- Convert the Low-Barrier Shelter into stage-one transitional housing.

¹ Those experiencing episodic homelessness tend to move in-and-out of homelessness periodically and have stayed in an emergency shelter three or more times in the past year. Transitional homelessness refers to those who have experienced a significant or disastrous event in their life and become homeless, but are more likely to stay in a shelter for a brief period.

- Establish a permanent location for the stage-one transitional housing, which includes looking at the costs and benefits of staying at the existing location vs. moving to another.
- Create a coordinated service system with central accountability for the on-site delivery of a wide array of support services including mental health, addictions, counselling, education, life skills, employment, food security, and housing-based case management.
- Continue to advocate for sustainable funding to support the operations of all transitional housing programs.
- The DNSSAB to fund the Gateway House transitional housing programs pending health or housing support from the provincial government.

Homelessness Prevention Services

Priority: Provide a suite of coordinated homelessness prevention programs and services that will provide long-term stabilization and security to households and individuals at-risk of homelessness.

Actions:

- Review the efficacy of the local Community Homelessness Prevention Initiative (CHPI), the Board's main homelessness prevention program delivered through provincial funding.
- Depending on the results of the review above, consider providing additional funding for financial management programs such as trusteeships.
- Depending on the results of the review above, consider requiring households that have repeatedly accessed homelessness prevention programs to take part in financial management programs such as trusteeships.
- Increase data collection of homelessness prevention programs to include follow-ups with households that received assistance.
- Expand investments for rental subsidy programs that are not specifically tied to the Social Housing Waiting List. (Note: Doing this however, would not lead to a decrease in the Service Level Standard shortfall and would need to be explored further).
- Increase data sharing between organizations that offer homelessness prevention programs to better serve vulnerable populations.
- Start tracking the number of repeat clients and utilize a housing-based case management model to work with, and stabilize, individuals in their homes and prevent the loss of housing.

Other Housing Services

Priority: Adequate, suitable, and affordable housing options including rental and homeownership that meet the diverse needs of the community.

Actions:

- Seek sustainable funding for homeowners who require critical home renovations/retrofits. This funding is important to assist households in retaining their home and meeting health and safety regulations.
- Seek sustainable funding for down-payment assistance programs. These programs are important to assist households who would like to move from rental accommodations to homeownership.
- Advocate for increased funding to support the development of affordable housing units.
- Leverage DNSSAB and NDHC funds to explore opportunities to expand rental subsidy programs, affordable housing, and revitalize public housing.
- Explore and realize opportunities to increase the number of subsidized housing units through unit acquisitions and new developments.

Information & Data Collection & Analysis

Priority: Conduct advanced data collection and analysis on the homeless population that supports evidence-based decision-making and enables the measurement of progress, performance, and outcomes.

Actions:

- Dedicate a DNSSAB staff lead for HIFIS and Coordinated Access.
- Implement a By-Name List of homeless individuals in the Nipissing District.
- Implement HIFIS 4.0.
- Require that all service providers that access CHPI and Reaching Home funding be on HIFIS 4.0.
- Ensure that the major service providers related to homelessness are involved in the Coordinated Access system and utilize HIFIS 4.0.
- Expand data sharing agreements between key service system players.
- Increase the reporting requirements for the CHPI Program to include specific planning outcome measures and qualitative descriptive information.

- Increase data collection of housing and homelessness programs to include follow-ups with households that received assistance.
- Increase data collection of housing and homelessness programs to include follow-ups with households that received assistance.

System Coordination

Priority: Create a coordinated system of homelessness and ancillary services and supports with a shared vision, purpose, and ownership.

Actions:

- Become a Built for Zero Canada member community once the eligibility period opens.
- Centralize services for supportive and transitional housing tenants and shelter guests – a wide array of support services on-site.
- 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.
- Assess the value of funded housing and homelessness programs, supports, and services for their Social Return on Investment.
- Identify individuals who do not have a fixed address in DNSSAB databases and seek their consent to be added to the By Name List in order to connect them with appropriate supports and services.

RESOURCES REQUIRED:

The Homelessness Action Plan is a DNSSAB owned planning document. As the service system manager, DNSSAB plays a large role in housing and homelessness in the Nipissing District. The implementation of action items is, therefore, a top priority for the Board in its goal to realize the vision of *Healthy communities without poverty*. The following actions are intended to assist the Board and staff with the implementation of the Plan:

- Ensure all funding decisions pertaining to housing and homelessness are linked to the Homelessness Action Plan.
- Seek opportunities to create or enhance partnerships in the community to move forward the Homelessness Action Plan.
- Where feasible, realign existing resources to complete/implement the action items listed in the Homelessness Action Plan.
- Apply to available funding resources to complete/implement the action items listed in the Homelessness Action Plan.

- Advocate to various levels of government for additional resources to complete/implement the action items listed in the Homelessness Action Plan that cannot be realized through a realignment of existing resources.
- Review DNSSAB operations in the realm of housing and homelessness but also other interrelated services such as Ontario Works, Children's Services, and Emergency Medical Services (EMS).

CONCLUSION:

In summary, the Homelessness Action Plan represents an opportunity to reassess the homelessness landscape and take immediate action that is realistic to curb the upward trends noted in homelessness and ultimately reach a functional zero end to homelessness. By taking a housing continuum approach, the Action Plan looks to create a spectrum of programs, supports, and services that will effectively move individuals along the continuum. The Action Plan is a DNSSAB initiative, however, it will only be as successful as the collaboration and coordination that takes place among the major service system players. The Homelessness Landscape Report clearly indicated that in response to a changing landscape and societal factors the current approach to solving homelessness has not had the full impact and has not been successful in meeting all the planning outcomes. It is now time to be innovative and create a dynamic homelessness prevention and response system that creates social and economic value in the community.



HOMELESSNESS ACTION PLAN



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1.0 Purpose

This paper follows up on the previous report, *Homelessness Landscape in Nipissing District* (Sept. 2021) and presents an action framework to address local homelessness over the next 12 months. The framework provides a clear path of action for staff and the Board to follow, which is realistic, attainable, and within the Board's scope of responsibility and strategic direction.

The action framework reassesses the homelessness landscape and problem, and the current strategies and investments underway in this area. The framework draws from the Board's 10-year housing and homelessness plan, *A Place to Call Home (2014-2024)* with an emphasis on shelter diversion, improving housing stability, and increasing local housing options. The framework is also influenced by additional data and evidence gathered since the development of the 10-year housing and homelessness plan, including the recent Homelessness Prevention Framework and Priorities set by the Nipissing District Homelessness and Housing Partnership/ CAB membership (see Appendix A), and the September Board report.

Specifically, the plan lays out an action framework for the following priorities over the next 12 months:

- Establish a coordinated system of outreach supports to quickly connect unsheltered homeless individuals with housing and health services and programs.
- Develop a shelter system that is innovative, cost-effective, and easy to access, to provide housing stability and rapid re-housing as required.
- Create dynamic transitional and supportive housing that stabilizes individuals and promotes life skills development and independent living.
- Provide a suite of coordinated homelessness prevention programs and services that will provide long-term stabilization and security to households and individuals at-risk of homelessness.
- Conduct advanced data collection and analysis on the homeless population that supports evidence-based decision-making and enables the measurement of progress, performance, and outcomes.
- Create a coordinated system of homelessness and ancillary services and supports, with a shared vision, goals, ownership, and accountability.

2.0 Homelessness Landscape Summary

The report, *Homelessness Landscape in Nipissing District* (Sept. 2021) was presented to the Board in September and highlighted the increase in local homelessness despite significant government investments and planning efforts by staff and other community organizations. The report also touched on the changing homelessness landscape, the existing plans and strategies in place to address homelessness, and current data collection methods. The Board's homelessness funding priorities over the past five years were also summarized and the importance of measuring progress and outcomes – through a lens such as social return on investment– was also emphasized.

The above report and additional analysis have enabled a reassessment of the situation and approach to addressing local homelessness and recommends necessary adjustments. These adjustments are in the form of the above priorities and action items to complete them, which are presented further on in the report.

3.0 Additional Context

The homelessness action plan follows a specific definition of homelessness and certain assumptions for setting the priorities and developing the action items. The plan is centred on the housing continuum model, which is useful for looking at housing as a system and making targeted interventions and investments in the housing area of need. The community work and progress to date is also important to look at and acknowledge when developing actions for the next 12 months out. This additional context is described in the following sub-sections:

3.1 Defining Homelessness

Effective planning in homelessness requires a clear definition of homelessness and what it means to “decrease and/ or end homelessness”. As the extent and depth of homelessness vary depending on how it is defined, the planning and delivery of homelessness programs and services, and measuring progress and outcomes are inextricably linked to the definition. Without a clear definition, the homeless population is extremely difficult to enumerate, monitor, and measure performance results.

For the purpose of the action plan, the DNSSAB continues to use the national definition of homelessness - developed by the Canadian Observatory on Homelessness (COH) – which has been widely adopted by communities across the country. The definition also aligns with that used by the province for homelessness enumeration (e.g., PIT Counts) and homelessness programs such as CHPI.

By the COH’s definition, “Homelessness describes a range of housing and shelter circumstances, with people being without any shelter at one end, and being insecurely housed at the other. That is, homelessness encompasses a range of physical living situations, organized here in a typology that includes 1) *Unsheltered*, or absolutely homeless and living on the streets or in places not intended for human habitation; 2) *Emergency Sheltered*, including those staying in overnight shelters for people who are homeless, as well as shelters for those impacted by family violence; 3) *Provisionally Accommodated*, referring to those whose accommodation is temporary or lacks security of tenure, and finally, 4) *At Risk of Homelessness*, referring to people who are not homeless, but whose current economic and/ or housing situation is precarious or does not meet public health and safety standards.”¹

Thus, under this definition, ‘homelessness’ encompasses all the above living conditions and by extension, the ‘homeless’ population is comprised of all those living in these conditions at any given time. It should be noted that the above living conditions are not necessarily mutually exclusive or experienced in isolation. Rather, those who are homeless, or at risk of being homeless, may experience any combination of these living conditions or all of them, over any given period. Also, as the COH notes, “for many people homelessness is not a static state but rather a fluid experience, where one’s shelter circumstances and options may shift and change quite dramatically and with frequency”.

To address the current problem of increasing homelessness under the above definition, the plan’s action items are designed to serve those living in these housing conditions with a particular emphasis on the *unsheltered* and *emergency sheltered* population.

3.1.1 Ending Homelessness

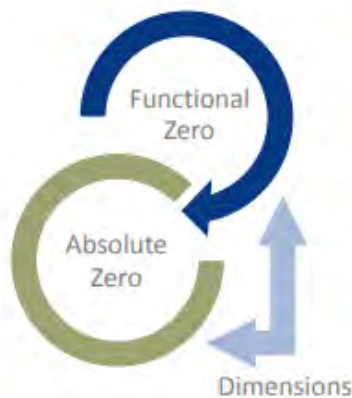
Closely related to the above definition of homelessness is the concept of *ending homelessness*. It is important that staff, the Board, and the community are on the same page with respect to what the intended outcome and goal is in addressing local homelessness and working towards putting an end to it. Again, this starts with a common definition and understanding of what ‘ending homelessness’ means because without it, ending homelessness becomes an elusive target that is largely unmeasurable and unattainable.

The Canadian Observatory on Homelessness (COH), Canadian Alliance to End Homelessness (CAEH), and the Calgary School of Public Policy have done some work around this concept and developed a national definition for ending homelessness. While there are many details behind the group’s research and consultation

¹ In turn, the typology has sub-definitions for the four states of homelessness. Generally, those living *unsheltered* (absolute homelessness) are living in public or private spaces without consent or contract, or places not intended for human habitation; those living *emergency sheltered* are staying in emergency overnight shelters designed for those who are homeless, impacted by family violence, or fleeing a natural disaster or destruction of accommodation due to fire, flood, etc; the *provisionally accommodated* are those who are technically homeless and without permanent shelter but are accessing some sort of accommodation that has no hope of permanence (e.g., living in institutional care or temporarily with others, ‘couch surfing’, etc.); those *at risk of homelessness* have housing (and are not technically homeless) but lack security and stability. Many are experiencing hardship such as poverty, personal crisis, discrimination, insecurity of tenure, etc. and could lose their housing relatively quickly due to an unexpected event, expense, crisis, or other trigger.

in this area, the important point to note is how the definition distinguishes between an *Absolute* and *Functional Zero* end to homelessness.

Absolute Zero adheres to the literal meaning and is a true end to homelessness. By this definition, everyone has access to acceptable housing with the required supports and services, and no one is homeless. Although this concept is the ultimate goal, it is viewed by most as unrealistic and unachievable given the likelihood that there will always be people experiencing homelessness, even if temporarily. Nonetheless, it presents the ideal vision to aspire to.



A **Functional Zero** end to homelessness means that communities have a systematic response in place that ensures homelessness (unsheltered homeless, sheltered home, provisionally accommodated or imminent risk of homelessness) is prevented whenever possible or is otherwise a rare, brief, and non-recurring experience.

Absolute Zero refers to a true end to homelessness, where everyone has access to supports and appropriate housing so that no one becomes homeless (unsheltered homeless, sheltered homeless, or provisionally accommodated) or at risk in the first place.

Dimensions: Lived Experience, Homelessness Prevention Systems, Public Systems

Rather, a more realistic approach is to achieve a Functional Zero end to homelessness, which is a relative concept. By this definition, an end to homelessness is reached when the community has sufficient services, housing, and shelter beds for anyone who needs them, and a systematic response is in place to prevent homelessness. This concept provides that homelessness is brief, rehousing efforts are

successful, and individuals are unlikely to return to homelessness.

The above provides a useful measurement framework for moving the action plan forward to address the current homelessness problem. One of the challenges in addressing the homelessness problem in North Bay has been trying to measure the progress and results of the Board and community's planning efforts, program/service interventions, and investments. Adopting the Functional Zero definition above provides a common definition to work from and offers a starting point to develop tangible measures. Granted, within the definition, performance indicators and targets still need to be developed – or recommitted to - to fit the local circumstances and homelessness priorities.²

It can be noted that the Functional Zero end to homelessness also aligns with the Built for Zero movement which the DNSSAB and Community Advisory Board (CAB) are becoming involved, to address local homelessness (see, Built for Zero Canada).

3.2 Assumptions

The actions in the plan have been developed based on the following assumptions. It should be noted that although these assumptions are grounded in generally agreed-upon knowledge they have not necessarily been confirmed or verified to hold true at the local (district) level:

- Across the country, the homeless population and other disadvantaged groups have been particularly vulnerable during the pandemic due to elevated health risks and not being able to access some programs and services.
- The increased homeless population will continue to pose a significant challenge during the COVID recovery.
- The average cost of preventing someone from becoming homeless is much less than housing them in the emergency shelter system.

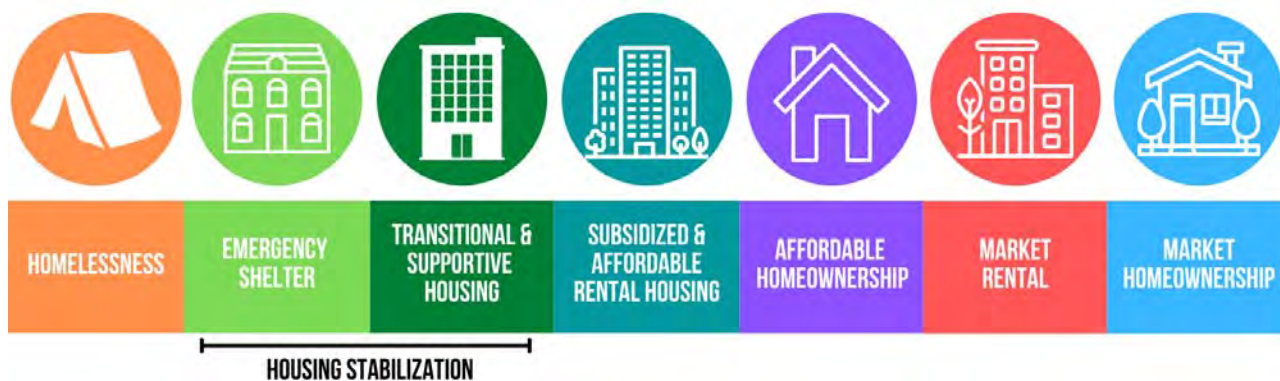
² There are homelessness targets in place through various community housing and homelessness plans but some of these are currently not being measured or reported on.

- Closely related to the above, while emergency shelters play an important role in the community they should be used as a last resort and only when necessary.
- While homelessness prevention, shelter diversion, and rapid-rehousing are strategies that work together to end homelessness, they have different meanings and may require different tactics and interventions.
- Housing models such as Housing First and Built for Zero have been meeting with success and offer a good community approach to addressing homelessness (e.g. Medicine Hat).

3.3 The Housing Continuum

The *housing continuum* continues to be a useful model for looking at housing as a system and to see the big picture. The continuum shows the conceptual relationships and connections between the various types of housing options in a community and the possible movements and progression along the continuum. In the case of the homelessness action plan, the continuum also helps to locate the objectives and identify priority areas for action in terms of program and service delivery and investment.

The Homelessness Action Plan uses the following housing continuum model to frame the priorities and actions, specifically focusing on the first three areas of the continuum:



As a conceptual model, everyone can be located at some point along the continuum and thus, it represents all the housing options available within the community. Generally, the model describes housing transitions that start from homelessness and move through to emergency and women’s shelters. From this temporary housing, progression is through transitional housing and into supportive housing, where the tenant is able to stabilize their housing situation and receive the necessary supports to remain housed. Social and affordable housing – and other forms of public and non-profit housing – is next along the continuum and is subsidized through various rent subsidies or supplements, and housing allowances. Some also progress into affordable homeownership with the help of a down payment or mortgage assistance. Up to this point on the housing continuum, the various housing options described are mainly supplied through the public and non-profit sectors although the private sector has also been involved with developing affordable housing.

From this point on in the continuum, housing progression is into the private rental market and then homeownership, which ideally concludes with the owner having a mortgage-free asset. At any given time a homeowner’s housing needs may change once again and some will choose to move back along the continuum to the left (for example, into rental housing), while others may need to move into some type of supportive housing (such as a retirement home or long-term care).

It should be noted that as people move through their life cycle, circumstances change which can affect what type of housing they are in. These circumstantial changes may be positive or desirable ones, where movement along the continuum is generally to the right. Alternatively, the changes may be negative or undesirable ones, where movement along the continuum is typically to the left. Thus, movement along the continuum is not necessarily linear or progressive. Additionally, the housing continuum is meant to show the various housing states and options available in the community, and not necessarily the need to progress along the continuum.

3.4 Housing and Homelessness Progress and Work Underway

In developing priorities and actions to address the current homelessness problem, it is also important to look at the work that is underway and the progress to date in supporting and servicing the homeless population and improving the housing system in general. Although as noted in the landscape report, the increase in homelessness – driven by societal changes and pressures in other areas such as mental health and addictions – is inconsistent with the expected results, recognizing the community work and building from this provides a good step for moving forward.

The implementation of the Nipissing District 10-Year Housing and Homelessness Plan with the CAB and other community partners continues to make progress towards implementing action items and reaching outcomes across most of the housing continuum (above) for those in need. While too numerous to include here and the subject of another report, this includes planning and implementation work in the areas of increased emergency shelter capacity; community mobile housing supports; household stabilization initiatives; coordinated housing access; crisis management response; pilot projects (such as the Nurse Practitioner mobile outreach); and more recently, a homelessness anti-stigma campaign.

Many of the action items that follow complement the work being done above or will help to fast-track certain initiatives to address the increase in local homelessness.

4.0 Homelessness Action Plan

As mentioned previously, the Homelessness Action Plan is an action document that will be implemented over the next 12-months. The actions have been developed in response to priorities that stem from a reassessment of the current homelessness situation and they also correspond to strategies in other DNSSAB and community plans (see Appendix B).³ In many respects, the homelessness research and planning work has already been done and there is now more emphasis put on the 'doing' part while keeping the current information and strategies updated and relevant based on changing circumstances.



In the action plan, the priorities and their respective actions are located on the housing continuum to indicate which part of the housing supply they address. As the primary focus is on the homeless population, most of the priorities and action items will affect the left-hand side of the continuum (i.e., from absolute street homelessness to transitional and supportive housing). Additionally, reference is made to other related planning strategies - from other community plans (see footnote below) – that the priorities and actions are related to. In some cases, the following priorities and action items are already underway but will now be fast-tracked or given greater priority for completion, based on their potentially large impact in reducing homelessness. In other cases, the priorities and action items are new but are seen as critical to achieving some of the other priorities or intended outcomes.

Overall, the Plan features 7 sections guided by their specific priority and a total of 42 actions. The plan implementation details for executing the actions will include timelines, resources, responsibility, and progress measurement for achieving the priorities. These details can be shared with community planning tables such as the Community Advisory Board (CAB) as necessary.

³ The plans reviewed and incorporated into the Action Plan include, *A Place to Call Home: 2014-2024 5-Year Review of Nipissing District's 10-Year Housing and Homelessness Plan* (DNSSAB, 2019); *Community Safety and Well-Being Plans* (various Nipissing municipalities, 2021); *Homelessness Prevention Framework: Community Gaps and Potential Solutions* (NDHHP, 2021).

Unsheltered Homelessness



Priority

Establish a coordinated system of outreach supports through a lead agency, to quickly connect unsheltered homeless individuals with housing and health services and programs.



Many factors affect an individual sleeping rough versus accessing emergency shelters. Factors include safety concerns, shelter rules, and ultimately some prefer the freedom of unsheltered accommodations. For these individuals and others in need, it is important to ensure that outreach supports are readily available to offer a suite of options for housing and support services such as physical health, mental health, and addictions.

Actions

- Create an Encampment Coordinated Response Table with the representation of decision-makers from the City of North Bay, North Bay Police, DNSSAB, North Bay Indigenous Friendship Centre, and other health and social services providers with the aim to move unsheltered homeless individuals to housing.
- Ensure that there is sustainable funding for emergency response teams to assist with crisis situations including encampments, housing that has been condemned, and housing destroyed by a natural disaster or fire.
- Provide mobile health and crisis response services such as street nursing, which are also linked to coordinated access (i.e., location of available housing) and case management.
- Ensure that there is space available to rapidly shelter or re-house individuals who are transitionally homeless or have been affected by housing that has been condemned, accommodations that have been destroyed by natural disasters or fires, or COVID infections.
- Building upon the community work that has been done, complete and formalize the process for obtaining the names of homeless individuals and utilize a case management model to house and support individuals promptly.
- Establish the necessary data-sharing agreements between relevant service providers, to share client information and data in support of case management (above), research and analysis, and planning.

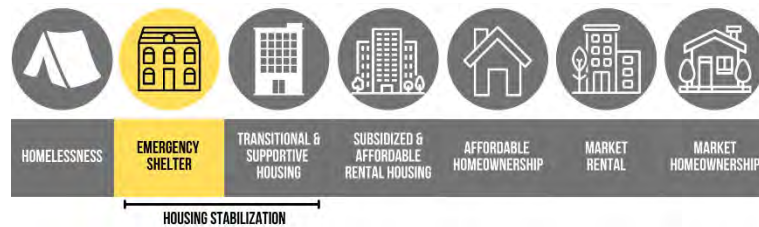
Emergency Shelter Services



Priority

Develop a shelter system that is cost-effective and easy to access, to provide housing stability and rapid re-housing as required.

Emergency shelters are often the first point of access into the housing continuum. Ensuring that shelters have adequate capacity, are easy to access, and are innovative in their approach to rehousing individuals and families is beneficial to the community. Currently, the emergency shelter system in the Nipissing District consists of a 19-bed shelter for men, women, and children, a 20-bed low-barrier shelter, a 7-bed faith-based shelter for men only, and four Violence Against Women (VAW) shelters. Shelter overflow services are also provided.



Actions

- Utilize provincial homelessness funding to continue to cover the operating costs of the Low-Barrier Shelter to March 31, 2022, with an emphasis on rapid rehousing for those experiencing episodic or transitional homelessness.⁴
- The DNSSAB to develop a funding strategy to cover the operating costs of the Low-Barrier Shelter from April 1 to December 31, 2022. (Note: After this point, the low barrier shelter should be changed to transitional housing and the funding source post April 1, 2022 to be confirmed. see also, Transitional & Supportive Housing).
- Reduce - with an aim to eliminate - the use of shelter overflow in hotels/motels through coordinated access, transitional housing, and/or rapid housing options (see also, Unsheltered Homelessness).
- Offer 24/7 shelter and day programming for the homeless population.
- Utilizing the by-name list, conduct a risk assessment of individuals utilizing the low-barrier shelter, or in known encampments, and utilize a case management model to house and support individuals promptly.
- Explore current development projects and opportunities to reserve housing units for homeless families.

⁴ Those experiencing episodic homelessness tend to move in-and-out of homelessness periodically and have stayed in an emergency shelter three or more times in the past year. Transitional homelessness refers to those who have experienced a significant or disastrous event in their life and become homeless, but are more likely to stay in a shelter for a brief period.

Transitional & Supportive Housing



Priority

Create dynamic transitional and supportive housing that stabilizes individuals and promotes life skills development and independent living.

Independent and sustainable living can be a challenge for certain segments of the population. Transitional housing is an avenue to stabilize individuals by providing necessary support services including life skills development. By nature, transitional housing is temporary and intended to move individuals further along the housing continuum. Supportive housing, conversely, is a more permanent rental accommodation where tenants are provided with ongoing supports to facilitate daily living needs. In North Bay, there is currently optimism due to relatively large development projects that are underway. These include the 16-bed supportive housing project known as Gateway House (along with a second phase that will provide another 20 units) and Suswin Village, a new transitional home that will offer 30 private units. The Native People of Nipissing is also undertaking new transitional housing development of 12 units. Opportunities are also available to develop further transitional housing and programming that will further complement these new developments.



Actions

- Convert the Low-Barrier Shelter into stage-one transitional housing.
- Establish a permanent location for the stage-one transitional housing, which includes looking at the costs and benefits of staying at the existing location vs. moving to another.
- Create a coordinated service system with central accountability for the on-site delivery of a wide array of support services including mental health, addictions, counselling, education, life skills, employment, food security, and housing-based case management.
- Continue to advocate for sustainable funding to support the operations of all transitional housing programs.
- The DNSSAB to fund the transitional housing programs pending health or housing support from the provincial government.

Homelessness Prevention Services



Priority

Provide a suite of coordinated homelessness prevention programs and services that will provide long-term stabilization and security to households and individuals at-risk of homelessness.

Homelessness prevention efforts in the Nipissing District have primarily focused on emergency financial assistance programs to assist households at-risk of homelessness retain their housing. Pressures have been placed on homelessness prevention over the last 5 years due to the rising costs associated with emergency shelter solutions and specifically emergency shelter overflow services. This has led to fewer funds available for homelessness prevention correlated with increased demands for this funding. Additional funding under homelessness prevention could lead to greater availability and a wider array of emergency financial assistance trusts, and family/landlord mediation. Concerns are also noted in the effectiveness of long-funded programs and supports.



Actions

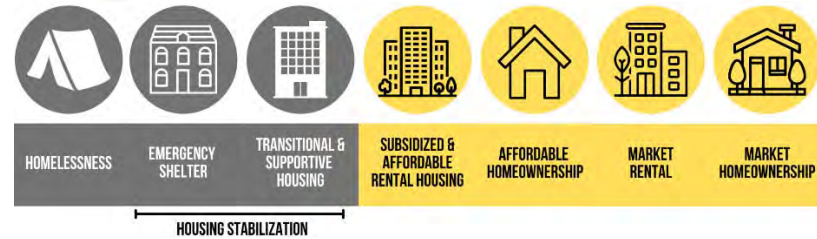
- Review the efficacy of the local Community Homelessness Prevention Initiative (CHPI), the Board's main homelessness prevention program delivered through provincial funding.
- Depending on the results of the review above, consider providing additional funding for financial management programs such as trusts.
- Depending on the results of the review above, consider requiring households that have repeatedly accessed homelessness prevention programs to take part in financial management programs such as trusts.
- Increase data collection of homelessness prevention programs to include follow-ups with households that received assistance.
- Expand investments for rental subsidy programs that are not specifically tied to the Social Housing Waiting List. (Note: Doing this however, would not lead to a decrease in the Service Level Standard shortfall and would need to be explored further).
- Increase data sharing between organizations that offer homelessness prevention programs to better serve vulnerable populations.
- Start tracking the number of repeat clients and utilize a housing-based case management model to work with, and stabilize, individuals in their homes and prevent the loss of housing.

Other Housing Services



Priority

Increase adequate, suitable, and affordable housing options including rental and homeownership that meet the diverse needs of the community.



Homelessness services, supports, and programs are primarily linked to the first three components of the housing continuum. However, other components play a role in homelessness and it is important to ensure that these are also operating effectively and efficiently. Examples of the interrelation between other housing continuum components and homelessness include rental arrears, housing availability and waiting lists, housing affordability, and selective application processes imposed by landlords.

Actions

- Seek sustainable funding for homeowners who require critical home renovations/retrofits. This funding is important to assist households in retaining their home and meeting health and safety regulations.
- Seek sustainable funding for down-payment assistance programs. These programs are important to assist households who would like to move from rental accommodations to homeownership.
- Advocate for increased funding to support the development of affordable housing units.
- Leverage DNSSAB and NDHC funds to explore opportunities to expand rental subsidy programs, affordable housing, and revitalize public housing.
- Explore and realize opportunities to increase the number of subsidized housing units through unit acquisitions and new developments.

Information & Data Collection & Analysis



Priority

Conduct advanced data collection and analysis on the homeless population that supports evidence-based decision-making and enables the measurement of progress, performance, and outcomes.

Access to reliable information and data regarding homelessness and related programming is critical to support evidence-based decision-making and monitor the progress and achievement of outcomes. Data collection on the homeless and vulnerable populations has primarily been through program reporting, homeless counts, and the outdated HIFIS 3.8 system.

Actions

- Dedicate a DNSSAB staff lead for HIFIS and Coordinated Access.
- Implement a By-Name List of homeless individuals in the Nipissing District.
- Implement HIFIS 4.0.
- Require that all service providers that access CHPI and Reaching Home funding be on HIFIS 4.0.
- Ensure that the major service providers related to homelessness are involved in the Coordinated Access system and utilize HIFIS 4.0.
- Expand data sharing agreements between key service system players.
- Increase the reporting requirements for the CHPI Program to include specific planning outcome measures and qualitative descriptive information.
- Increase data collection of housing and homelessness programs to include follow-ups with households that received assistance.

System Coordination



Priority

Create a coordinated system of homelessness and ancillary services and supports with a shared vision, purpose, and ownership.

The coordination of the service system is critically important. System coordination is a client-centred approach that seeks to reduce barriers to service through centralization of services, partnerships, and data sharing to name a few. A coordinated service system also ensures that the major service system players are guided by a shared vision and have ownership of homelessness issues in North Bay and the broader Nipissing District.

Actions

- Become a Built for Zero Canada member community once the eligibility period opens.
- Centralize services for supportive and transitional housing tenants and shelter guests – a wide array of support services on-site.
- 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.
- Assess the value of funded housing and homelessness programs, supports, and services for their Social Return on Investment.
- Identify individuals who do not have a fixed address in DNSSAB databases and seek their consent to be added to the By Name List in order to connect them with appropriate supports and services.

4.0 Plan Implementation

The Homelessness Action Plan is a DNSSAB owned planning document. As the service system manager, DNSSAB plays a large role in housing and homelessness in the Nipissing District. The implementation of action items is, therefore, a top priority for the Board in its goal to realize the vision of *Healthy communities without poverty*.

The DNSSAB will seek to review its own operations in the realm of housing and homelessness but also other interrelated services such as Ontario Works, Children's Services, and Emergency Medical Services (EMS). Furthermore, DNSSAB will be responsible for collaborating with appropriate community service providers to implement identified actions.

Actions

- Ensure all funding decisions pertaining to housing and homelessness are linked to the Homelessness Action Plan.
- Seek opportunities to create or enhance partnerships in the community to move forward the Homelessness Action Plan.
- Where feasible, realign existing resources to complete/implement the action items listed in the Homelessness Action Plan.
- Apply to available funding resources to advance the action items listed in the Homelessness Action Plan.
- Complete quarterly Homelessness Action Plan progress reports to be presented to the Board and available to the public.
- As new information and data becomes available, review and update the Homelessness Action Plan.

5.0 Conclusion

The persistent rise in the homeless population has led to the current situation where homelessness is a more complex issue than ever before, which has been exacerbated by the COVID-19 pandemic. The Homelessness Action Plan represents an opportunity to take immediate action that is realistic to curb the upward trends noted in homelessness and ultimately reach a functional zero end to homelessness. By taking a housing continuum approach, the Action Plan looks to create a spectrum of programs, supports, and services that will effectively move individuals along the continuum. The Action Plan is a DNSSAB initiative; however, it builds upon the work and action already being taken by community partners and relies on their continuing involvement, collaboration and system coordination. The Homelessness Landscape Report clearly indicated that in response to a changing landscape and societal factors the current approach to solving homelessness has not had the full impact and has not been successful in meeting all the planning outcomes. It is now time to be innovative and create a dynamic homelessness prevention and response system that creates social and economic value in the community.

References

Gaetz, S.; Barr, C.; Friesen, A.; Harris, B.; Hill, C.; Kovacs-Burns, K.; Pauly, B.; Pearce, B.; Turner, A.; Marsolais, A. (2012) Canadian Definition of Homelessness. Toronto: Canadian Observatory on Homelessness Press.

Appendix

Appendix A – Homelessness Prevention Framework

Nipissing District Homelessness and Housing Partnership
August 2021

HOMELESSNESS PREVENTION FRAMEWORK:

Community Gaps and Potential Solutions

CAB members were invited to share priority community gaps and potential solutions. The information was collected to identify:

- priority areas for immediate funding through Reaching Home;
- existing interventions across the homelessness prevention continuum; and
- opportunities for future interventions.

50% of CAB member organizations responded (13).

Four key themes emerged from the community gaps and potential solutions identified.

HOMELESSNESS PREVENTION PRIORITY AREAS
A Full Continuum of Affordable and Appropriate Housing e.g. housing stock, emergency housing, transitional housing, supportive permanent housing
Specialized Housing Supports e.g. mental health and addictions support, culturally-appropriate services, youth-oriented services, crisis intervention, and case management
Homelessness/Housing Outreach Services e.g. services that assess and respond to the unique needs of people who are unsheltered or in emergency shelter including connecting them with supports and/or assisting them in obtaining and retaining housing
Evictions Prevention, Housing Stability and Retention e.g. financial supports (trusteeship, housing allowances, utility and rent arrears programs), housing retention supports, wraparound services, food security, and basic needs initiatives

Appendix B – Associated Planning Strategies

The respective priorities and their action items in the plan, correspond to the following strategies in other DNSSAB and community housing and homelessness-related plans:

Unsheltered Homelessness:

- Community partners and agencies advocate for those who are at risk of becoming homeless and those who are homeless. (10-Year Housing and Homelessness Plan, DNSSAB)
- Expand and coordinate outreach programs. (CSWB Plan, City of North Bay)
- Create a nursing street outreach program. (CSWB Plan, City of North Bay)
- Homelessness/Housing Outreach Services. (Homelessness Prevention Framework, NDHHP)
- Community Crisis Intervention (e.g. fire, flood, encampment relocation). (Homelessness Prevention Framework, NDHHP)

Emergency Shelter Services:

- Improve the homelessness prevention and shelter diversion system that will assist citizens in finding appropriate and sustainable housing in the shortest amount of time. (10-Year Housing and Homelessness Plan, DNSSAB)
- Find a solution to meeting the chronic requirements of individuals who are homeless, in both urban and rural settings. (10-Year Housing and Homelessness Plan, DNSSAB)
- Emergency shelter and supports. (Homelessness Prevention Framework, NDHHP)
- Mental health supports – day programming. (Homelessness Prevention Framework, NDHHP)

Transitional & Supportive Housing:

- Increase the supply of transitional/second-stage housing. (10-Year Housing and Homelessness Plan, DNSSAB)
- Discover and implement a community approach to successfully house vulnerable individuals with a focus on cultural appropriateness and inclusivity. (CSWB Plan, City of North Bay)
- Increase the supply of transitional and supportive housing units to meet the demand. (CSWB Plan, City of North Bay)

- A full continuum of affordable and appropriate housing. (Homelessness Prevention Framework, NDHHP)
- Life skills development. (Homelessness Prevention Framework, NDHHP)

Homelessness Prevention:

- Develop a Housing Eviction Prevention Program. (10-Year Housing and Homelessness Plan, DNSSAB)
- Enhance service and program delivery throughout the service network. (CSWB Plan, City of North Bay)
- Evictions, Prevention, Housing Stability and Retention. (Homelessness Prevention Framework, NDHHP)

Other Housing Services:

- Ensure that citizens have adequate, affordable and suitable housing. (10-Year Housing and Homelessness Plan, DNSSAB)
- Improve senior citizens' ability to Age in Place. (10-Year Housing and Homelessness Plan, DNSSAB)
- Explore opportunities to expand rental subsidy programs. (10-Year Housing and Homelessness Plan, DNSSAB)
- Leverage resources in order to maximize affordable housing options along the continuum. (10-Year Housing and Homelessness Plan, DNSSAB)
- Increase the supply of affordable rental housing. (10-Year Housing and Homelessness Plan, DNSSAB)
- Renew and/or redevelop social housing assets. (10-Year Housing and Homelessness Plan, DNSSAB)
- Maintain Nipissing's service level standards in social housing. (10-Year Housing and Homelessness Plan, DNSSAB)
- Create opportunities to facilitate new housing projects. (10-Year Housing and Homelessness Plan, DNSSAB)
- Increase the supply of affordable housing units to meet the demand. (CSWB Plan, City of North Bay)
- Increased Inventory of Affordable and Rental Housing. (CSWB Plan, East Ferris)
- Build partnerships with developers to increase the availability of affordable and safe housing. (CSWB Plan, South Algonquin)

Information & Data Collection & Analysis:

- Develop a 'Coordinated Access' approach to addressing homelessness in Nipissing District. (10-Year Housing and Homelessness Plan, DNSSAB)
- Improve the public's access to information on housing and homelessness programs including housing options and support services. (10-Year Housing and Homelessness Plan, DNSSAB)
- Increase awareness concerning housing and homelessness issues in the District. (10-Year Housing and Homelessness Plan, DNSSAB)
- DNSSAB becomes a repository of housing information, data, and knowledge. (10-Year Housing and Homelessness Plan, DNSSAB)
- Increase community education and awareness around safety and well-being in the community. (CSWB Plan, City of North Bay)
- Promote data sharing among agencies to enhance our knowledge of the local risk factors and vulnerable populations. (CSWB Plan, South Algonquin)
- Expand existing knowledge of vulnerable people experiencing housing insecurity. (CSWB Plan, South Algonquin)

System Coordination:

- Increase the collaboration between DNSSAB and/ or any of the following: community partners, municipalities, the federal government, the provincial governments. (10-Year Housing and Homelessness Plan, DNSSAB)
- Ensure the service system and planning tables/ committees are coordinated and operating efficiently and effectively. (CSWB Plan, City of North Bay)
- Communication and Shared Vision. (Homelessness Prevention Framework, NDHHP)
- Increase communication and collaboration among agencies providing housing support. (CSWB Plan, South Algonquin)

BRIEFING NOTE B21-21

For information For Approval

Date: October 27, 2021

Purpose: **COVID-19 Employee Survey Results**

Prepared by: Melanie Shaye Director of Corporate Services

Reviewed by: Catherine Matheson, CAO

Briefing Note B21-21 provides the District of Nipissing Social Services Administration Board (DNSSAB) information on the COVID-19 employee survey results.

BACKGROUND

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic. The first case in the North Bay Parry Sound District Health Unit region was reported on March 26, 2020. As the pandemic evolves, the DNSSAB continues to prioritize communication with staff, to ensure the workplace response to the pandemic is effective and appropriate.

The DNSSAB communicates regularly with employees through email and all-staff meetings. In May, September and November 2020 employees were surveyed on the DNSSAB's COVID-19 pandemic response. In September 2021, employees were again surveyed on a number of pandemic-related topics. Survey completion is always voluntary. Employees are also encouraged to bring forward concerns through their supervisor, union and health and safety representatives.

CURRENT STATUS

The results of the September 2021 survey are consistent with the surveys completed in 2020. Approximately 75% of employees completed the voluntary survey.

Pandemic response

- 93% of respondents feel the DNSSAB is adequately adjusting its response to the pandemic as circumstances change.

Shared office space

- Approximately 65% of respondents have no concerns with a shared office space. The remaining respondents had mixed feelings about sharing spaces.

Vaccinations

- Approximately 90% of respondents stated they are fully vaccinated, with a handful of employees either weighing their options or stating they do not intend to be vaccinated.

Safety measures in the office

- Employees want to see personal protective equipment, hand sanitizing and social distancing continue.
- Employees want to see a vaccination policy.

As final comments/suggestions, some employees expressed concerns about the upcoming cold/flu season, and expressed interest in a vaccination protocol. In response, the DNSSAB has prepared a Vaccination Protocol, as shown in Briefing Note B20-21. For the second year in a row, the DNSSAB is facilitating flu shot clinics for staff through the EMS service, and offering staff one hour of paid work time to attend a flu shot clinic.

The DNSSAB continues to monitor the reactions of employees to the workplace pandemic response and is prepared to adjust the response based on changing needs and under the advice of the local Health Unit.

NEXT STEPS

Communication will continue to occur on an ongoing basis and the pandemic response will continue to be agile in response to the changing landscape of the pandemic.

BRIEFING NOTE B20-21

For information For Approval

Date: October 27, 2021

Purpose: **COVID-19 Workplace Vaccination Protocol**

Prepared by: Melanie Shaye Director of Corporate Services

Reviewed by: Catherine Matheson, CAO

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves Briefing Note B20-21, outlining the COVID-19 Workplace Vaccination Protocol.

BACKGROUND

On March 11, 2020, the World Health Organization declared COVID-19 a pandemic. The first case in the North Bay Parry Sound District Health Unit region was reported on March 26, 2020. As the pandemic evolves, variants of the virus have circulated globally as well as locally in Ontario and in the Nipissing and Parry Sound districts. Some variants, for example, the delta variant, have proven to be more easily transmissible and/or cause more severe illness than the original strain. They have required more robust public health measures, including high vaccination rates.

The top workplace pandemic plan priority is health and safety. As stated in the Occupational Health and Safety Act, employers have the responsibility to take every precaution reasonable to protect workers. The DNSSAB currently has precautions in place including personal protective equipment, hand sanitizing, lexan barriers, physical distancing, signage, limits to clients/tenants in the office, limits to employee numbers in the office and consistent communication on COVID-19 related workplace protocols.

As the pandemic has evolved, the DNSSAB continues to follow the example of the local Health Unit, and has created a workplace Vaccination Protocol, as a temporary measure in response to the pandemic.

CURRENT STATUS

The DNSSAB Vaccination Protocol (attachment A) applies to all the DNSSAB employees. It requires employees to disclose their vaccination status in writing by November 12, 2021. If a bona fide exemption exists, in accordance with the Ontario Human Rights Code, an accommodation would be determined. Employees with a bona fide exemption will undergo regular rapid antigen testing to protect other employees and ensure adequate infection and prevention control measures.

Employees without an approved accommodation plan and employees who are not fully vaccinated against COVID-19 will be required to take leave, using vacation, banked or unpaid time.

In accordance with the DNSSAB's COVID-19 Employee Reporting Protocol, all employees are entitled to one (1) paid hour of work time per vaccine dose to have the COVID-19 vaccine safely administered. If employees suffer any vaccine related side-effects they are eligible to use paid sick time.

The Vaccination Protocol is guided by the Occupational Health and Safety Act, consistent with the Ontario Human Rights Code, and is compliant with the Personal Health Information Protection Act. Both of DNSSAB's unions and both of the Joint Health and Safety Committee have had the opportunity to provide input on the Protocol.

NEXT STEPS

With the approval of the Board, the COVID-19 Vaccination Protocol will be shared with employees. Communication will continue to occur on an ongoing basis and the pandemic response will continue to be agile in response to the changing landscape of the pandemic.

Consistent with the City of North Bay, visitors to the DNSSAB offices will not be required to be vaccinated.

ATTACHMENTS

A- Vaccination Protocol

COVID-19 Vaccination Protocol

Issued October 27, 2021 in accordance with the DNSSAB Board Resolution #XX-21

PURPOSE

The purpose of this protocol is to continue to protect the health and safety of the DNSSAB's employees, and members of the public from the spread of COVID-19, and to meet the obligation under the Occupational Health and Safety Act to take all necessary precautions to protect the health and safety of the workforce.

This protocol provides expectations and requirements of employees with respect to COVID-19 vaccination, and proof of vaccination.

This protocol is a temporary measure to reduce the risks of the hazards of COVID-19 and may be amended as new public health directives and/or provincial or federal government legislation, regulations and/or orders are formalized. Any such directives, legislation, regulations or orders shall take precedence until such time as this protocol may be amended to conform to the new requirements

SCOPE

The protocol applies to all the DNSSAB employees, including full and part time, temporary, casual/relief, contract, volunteers and students and is regardless of an employee's remote work status. New employees must show proof of full vaccination or provide proof of a bona fide exemption as a condition of employment.

LEGISLATIVE FRAMEWORK

This protocol is aligned with the employer's general duty under the *Occupational Health and Safety Act* to take every reasonable precaution to protect its workers (broadly defined) and the responsibility to assess the workplace for risks, including that of COVID-19 transmission.

This protocol is applied in accordance with the *Ontario Human Rights Code*, *Occupational Health and Safety Act* and any other applicable legislation and/or collective agreement.

Information collected under this protocol and procedure is in compliance with relevant legislation including but not limited to the *Personal Health Information Protection Act* and the *Ontario Human Rights Code*.

As the pandemic evolves, and/or legislation or public health guidance changes, the purpose and requirements outlined in this protocol may change.

DEFINITIONS

Bona Fide: genuine or in good faith.

COVID-19: An infectious disease caused by SARS-CoV-2.

Vaccine: A COVID-19 vaccine that has been approved for use by Health Canada and/or the World Health Organization.

Fully vaccinated: Having received the completed series of an approved COVID-19 vaccine by Health Canada. An individual is considered fully vaccinated 14 days after receiving their completed dose, including any required booster doses as may be applicable.

Proof of vaccination: In Ontario, proof of vaccination, in the form of an official dose administration receipt provided by the Ministry of Health in Ontario. For those vaccinated outside Ontario, acceptable proof is based on the criteria provided by the province/state in which they received their vaccine.

Rapid antigen testing: Rapid diagnostic test for non-symptomatic, unvaccinated individuals that directly detects the presence or absence of an antigen.

Proof of Exemption: Written documentation required for those not fully vaccinated due to grounds protected by the Ontario Human Rights Code. For guidance, please see the OHRC protocol statement: http://www.ohrc.on.ca/en/news_centre/ohrc-protocol-statement-covid-19-vaccine-mandates-and-proof-vaccine-certificates. Medical Exemptions can only be provided by a medical doctor or nurse practitioner and must include: a statement that the employee is exempt for a medical reason from being fully vaccinated and the duration of the exemption.

REQUIREMENTS

All those covered by the scope of this protocol are required to:

- Disclose their COVID-19 vaccination status by November 12, 2021.
- Show proof of full vaccination against COVID-19 by December 29, 2021, unless there is a bona fide medical or religious exemption approved by HR.
- Where an employee is not fully vaccinated due to a bona fide exemption, participate in the accommodation process, and undergo regular rapid antigen testing to protect other employees and ensure adequate infection and prevention control measures.

- Employees without an approved accommodation plan and not fully vaccinated against the hazard of COVID-19, in accordance with the implementation requirements of this protocol, may elect to request vacation leave, banked time (if available) or a leave of absence without pay. These will be subject to a review of operational requirements.
- Non-compliance with this Policy will result in discipline, up to and including termination.

RESPONSIBILITIES

Employer

- Provide reasonable accommodation in accordance with the Ontario Human Rights Code.
- Maintain disclosure information, in accordance with privacy legislation and use the information only to the extent necessary for implementation of this protocol, for administering health and safety protocols, infection and prevention control measures in the workplace and as required by law.

Management/Supervisors

- Ensure employees comply with this protocol and attest to whether an employee has either shown proof of full vaccination, or has a valid medical exemption.
- Following notification from HR of any employee who is required to submit to rapid antigen testing, ensure compliance with the procedure.
- Follow and comply with all federal or provincial mandates or directives regarding the vaccination of staff.
- Continue to enforce workplace precautions that limit the spread of COVID-19 virus.
- Where operationally feasible, reasonable arrangements can be made to allow for staff to attend COVID-19 vaccination clinics during work time, using existing applicable leave entitlements and in accordance with the COVID-19 Employee Reporting Protocol.
- Ensure those employees without an approved accommodation plan and not fully vaccinated against the hazard of COVID-19, in accordance with the implementation requirements of this protocol, may elect to request vacation leave, use banked time (if available) or a leave of absence without pay in accordance with the current provisions in place either by protocol and/or within all collective bargaining agreements. These will be subject to a review of

operational requirements.

- Discuss and determine the schedule that an employee with a bona fide exemption undergoes rapid antigen testing, using following parameters:
 - If absent for 48 hours or more, testing prior to returning to the workplace (ex. absent for sick or vacation); and,
 - Every 72 hours within a work week or as designated by the operating department in consultation with HR.

Employees

- Submit a “Declaration of COVID-19 Vaccination Status” form by November 12, 2021, and update vaccination status as required. Employees will be required to show proof of full vaccination to their supervisor. Supervisor/managers will not collect a copy of the proof of vaccination.
- Be fully vaccinated, unless there is bona fide exemption, by December 29, 2021.
- For employees without a bona fide exemption or full vaccination by November 12, 2021, rapid antigen testing will be required for entry into the workplace until December 29, 2021, if the employee is in the process of becoming vaccinated.
- Continue to follow health and safety protocols to ensure personal safety and prevent the spread of COVID-19 before and after vaccination.
- Adhere to any additional mandates or directives or reporting requirements from provincial or federal authorities.
- Identify opportunities to obtain a COVID-19 vaccination through community clinics or from health-care professionals.
- Where applicable, provide additional information and participate in the workplace accommodation process.
- Recognize that there is no requirement under human rights legislation or Ontario Human Rights Code that requires the employer to accommodate a personal refusal to be fully vaccinated arising from political and/or personal principles.
- Employees without an approved accommodation plan and not fully vaccinated against the hazard of COVID-19, in accordance with the implementation requirements of this protocol, may elect to request vacation leave, banked time (if available) or a leave of absence without pay in accordance with the current provisions in place either by protocol and/or within all collective bargaining

agreements. These will be subject to a review of operational requirements.

Human Resources

- Provide staff with access to information on COVID-19, health and safety precautions, and on the efficacy of the COVID-19 vaccine.
- Assist management with any labour relations and health and safety issues arising from application of this protocol including liaising directly with the union.
- In accordance with all application legislation and provision of privacy requirements, ensure information collected in connection with this protocol is used for the purposes of workplace management and public health reporting and will be treated with the utmost confidentiality.
- Lead the accommodation process for any employee who submits a request for bona fide exemption, and evaluate it on a case-by-case basis.

Update recruitment processes to ensure all new offers of employment are conditional upon the incumbent being fully vaccinated for COVID-19 and subject to conditions of any relevant future protocol amendments

OTHER WORKPLACE SUPPORTS

As identified in the COVID-19 Employee Reporting Protocol, all employees are entitled to one paid hour of work time per vaccine dose to have their COVID-19 vaccine administered. Information on COVID-19 work related issues, vaccines and health and safety items are regularly shared through monthly emails and all-staff meetings.

ATTACHMENTS

Declaration of COVID-19 Vaccination Status Form

Statement of Medical Exemption COVID-19 Immunization Form

Vaccination FAQ's