

District of Nipissing  
Social Services  
Administration Board



Conseil d'administration  
des services sociaux  
du district de Nipissing

***REGULAR BOARD MEETING OF***  
***Wednesday, May 27, 2020 - 2:00 PM***  
**By Video Conference**

**MISSION STATEMENT**

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

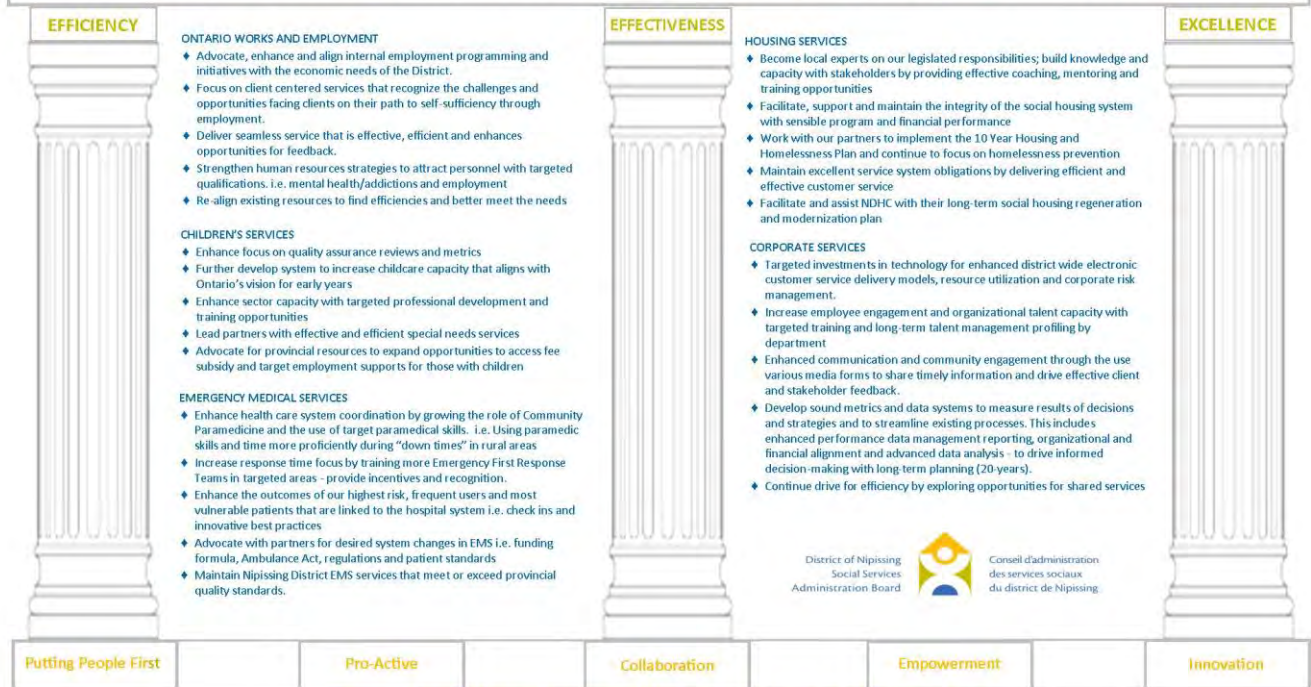
# VISION 2019

## Healthy Communities Without Poverty

### 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



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



## REGULAR BOARD MEETING AGENDA

### Healthy Communities without Poverty

**Date:** Wednesday, May 27, 2020

**Time:** 2:00 PM

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

**Zoom Meeting:**

<https://us02web.zoom.us/j/81795402295?pwd=UEZ1TnhqcIRrRIhiRHBYc3h2M1FYUT09>

**Meeting ID:** 817 9540 2295

**Password:** 261272

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

Item	Topic
1.0	<b>1.1 Call to Order</b> <b>MOTION: #2020-65</b> <i>Resolved</i> THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the Regular Board meeting of May 27, 2020 at _____PM. <b>1.2 Declaration of Conflict of Interest</b>
2.0	<b>Opening remarks by the Chair</b>
3.0	<b>Approval of Agenda for May 27, 2020</b> <b>MOTION: #2020-66</b> <i>Resolved</i> THAT Board members accept the Agenda as presented.

Item	Topic
4.0	<p><b>Approval of Minutes</b></p> <p><b>MOTION: #2020-67-A</b>  <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of April 22, 2020.</p> <p><b>MOTION: #2020-67-B</b>  <i>Resolved</i> THAT the Board adopt the minutes of the proceedings of the Community Services Committee meeting of April 22, 2020.</p>
5.0	<p><b>5.1 Delegation – Review of the By Laws</b></p> <p>This presentation for information purposes.</p>
6.0	<p><b>CAO VERBAL UPDATE:</b></p> <p><b>MOTION: #2020-68</b>  That the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Verbal Report for May 27, 2020.</p>
7.0	<p><b>CONSENT AGENDA -Reports for Information Only</b></p> <p><b>MOTION: #2020-69</b>  That the District of Nipissing Social Services Administration Board (DNSSAB) receives Consent Agenda Items 7.1 to 7.5 for information purposes only.</p>
	<p><b>7.1 FA09-20, COVID-19 Workplace Pandemic Plan Update</b></p> <p>Report FA09-20 describes the DNSSAB workplace pandemic plan, in response to COVID-19, and is brought to the Board for information purposes.</p>
	<p><b>7.2 FA10-20 Staff Survey Results</b></p> <p>Report FA10-20 describes the District of Nipissing Social Services Administration Board (DNSSAB) COVID-19 employee survey, in response to the pandemic, and is brought to the Board for information purposes.</p>
	<p><b>7.3 Approval of Audited Financial Statements as approved by Resolution FA #2020-04</b></p> <p>BE IT RESOLVED that the Audited Financial Statements for the year ending December 31, 2019, be approved, as presented at the May 27, 2020 Finance and Administration Committee.</p>
	<p><b>7.4 Appointment of Auditor as approved by Resolution FA #2020-07 and as outlined in FA08-20.</b></p>

Item	Topic
	<p>BE IT RESOLVED that the District of Nipissing Social Services Administration Board (DNSSAB) re-appoint the firm BDO Canada LLP as its auditor for the year ending December 31, 2021, as presented to the May 27, 2020 Finance and Administration Committee.</p>
	<p><b>7.5 FA11-20 Federation of Canadian Municipalities Report: <i>Protecting vital municipal services</i></b></p> <p>That based on the following report description and Board relevance, the Board is presented with this paper and a report by the Federation of Canadian Municipalities attached in the appendix.</p>
<b>8.0</b>	<b>MANAGERS REPORTS</b>
	<p><b>8.1 HS12-20 Canada – Ontario Housing Benefit (COHB): Administration Plan</b></p> <p><b>MOTION: #2020-70</b> That the Board (DNSSAB) approves the implementation of the new Canada – Ontario Housing Benefit (COHB) Program for the District of Nipissing as set out in report HS12-20.</p>
	<p><b>8.2 HS13-20 F Canada-Ontario Community Housing Initiative (COCHI) &amp; Ontario Priorities Housing Initiative (OPHI) – Investment Plan Amendments</b></p> <p><b>MOTION: #2020-71</b> That the Board (DNSSAB) approves the Investment Plan amendments to the Canada-Ontario Community Housing Initiative (COCHI) &amp; Ontario Priorities Housing Initiative (OPHI), attached as Appendix A, for the District of Nipissing as set out in report HS13-20.</p>
	<p><b>8.3 HS14-29 Transitional Housing Project Name</b></p> <p><b>MOTION: #2020-72</b> That the Board (DNSSAB) receives report HS14-20 selecting Option ____ for the name of the future transitional housing project located at 590 Chippewa Street West in North Bay.</p>
	<p><b>8.4 CS04-20 Child Care Funding Concerns</b></p> <p><b>MOTION: #2020-73</b> That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note CS04-20 and that the DNSSAB Board send a letter to Minister Stephen Lecce requesting that the decision to retroactively implement Ontario’s Plan to support financial sustainability within the early years and child care sector be reconsidered and set to</p>

Item	Topic
	May 1, 2020.
<b>9.0</b>	<b>OTHER BUSINESS/CORRESPONDENCE</b>
<b>10.0</b>	<b>NEXT MEETING DATE</b> Wednesday, June 24, 2020
<b>11.0</b>	<b>ADJOURNMENT</b> <b>MOTION: #2020-74</b> <i>Resolved</i> THAT the Board meeting be adjourned at        p.m.



MINUTES OF PROCEEDINGS

REGULAR BOARD MEETING – WEDNESDAY APRIL 22, 2020  
1:30 PM VIA TELECONFERENCE

**MEMBERS PRESENT:**

Councillor Mac Bain – (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)  
Councillor Dan Roveda Vice Chair (West Nipissing)  
Councillor Scott Robertson (North Bay)  
Representative Amanda Smith (Unincorporated)  
Mayor Jane Dumas (South Algonquin)  
Councillor Bill Vrebosch (North Bay)

**REGRETS:**

**STAFF ATTENDANCE:**

Catherine Matheson, CAO  
Marianne Zadra, Executive Coordinator and Communications  
Melanie Shaye, Director of Corporate Services  
Justin Avery, Manager of Finance  
Stacey Cyopect, Manager, Housing Programs  
Pierre Guenette, Manager, Housing Operations  
Lynn Demore-Pitre, Director, Children's Services  
Michelle Glabb, Director, Social Services and Employment

Dave Plumstead, Manager Planning, Outcomes & Analytics  
Dawn Carlyle, Project Manager

**CALL TO ORDER**

The regular Board Meeting was called to order at 1:31 PM by Chair Mark King.

**DECLARATION OF CONFLICTS OF INTEREST**

Representative Amanda Smith declared a conflict with item 8.3 as her employer is named in the report.

**ADOPTION OF THE ROLL CALL**

**Resolution No. 2020-54-A**

**Moved by:** Councillor Bill Vrebosch  
**Seconded by:** Councillor Dave Mendicino

**That the Board of Directors accepts the Roll Call as read for the Regular Board meeting of April 22, 2020.**

*Carried.*

**CHAIR'S REMARKS**

The Chair indicated that through the Zoom meeting, anyone wishing to get his attention should either raise their hand or use their voice to get his attention. He reviewed the process for the Consent Agenda. The Chair thanked staff for their hard work, indicating that DNSSAB was ahead of the pack with the changes involved in the pandemic planning. He recognized the front line workers and the challenging situations they face. He also thanked the CAO and senior staff, and all employees for working so well together, adding he is impressed with the resilience of everyone and that we will be stronger and more efficient when this is all over.

**ADOPTION OF THE AGENDA**

**Resolution No. 2020-54-B**

**Moved by:** Councillor Bill Vrebosch  
**Seconded by:** Councillor Dave Mendicino

That the Board accepts the agenda for the Regular Board meeting of April 22, 2020.

*Carried.*



**APPROVAL OF MINUTES**

**Resolution No. 2020-55**

**Moved by:** Councillor Terry Kelly

**Seconded by:** Councillor Scott Robertson

**Resolved THAT the Board adopt the minutes of the proceedings of the Regular Board meeting of March 18, and the Emergency Meeting of March 25 2020.**

***Carried.***

Delegations

There were no delegations.

**CAO VERBAL UPDATE**

**Resolution No. 2020-56**

**Moved by:** Councillor Chris Mayne

**Seconded by:** Councillor Mac Bain

**That the District of Nipissing Social Services Administration Board (DNSSAB) receives the CAO Report for April 22, 2020.**

CAO Catherine Matheson thanked the chair for the accolades for the team, adding she is most impressed by the Board's diligence and compassion, and thanked staff as well. She indicated that as this is our first round under the new governance structure to get us to strategic conversations and move routine items quickly. She informed that since the pandemic started, the Emergency Operations Committee (EOC) made up of the senior team has been meeting every weekday morning from 8-9:00 AM. There are meeting with the entire staff every Friday afternoon so that they can ask questions. She invited the Chairs of the Boards to attend as well. Most staff are working remotely. Corporate Services Director Melanie Shaye engages with staff daily by email at 3:00 PM. Information is flowing rapidly and services managers are offering their insights as things change. Government relations continue through meetings at least three times a day. There is different funding related to COVID-19 from the federal and provincial governments. NODSA meets regularly as does other relevant groups such as AMO and OMSSA.

She indicated there is not a great increase in activity for support through Ontario Works. The Province has temporarily reduced its reporting requirements. As we move to the recovery stage, Ontario Works will be under pressure to catch up. She indicated a report on a pay direct policy for landlords and tenants will be brought before the Board soon. Michelle Glabb is working on this with an advisory board.

Child care has been receiving good media coverage. An emergency centre has been opened in North Bay and today there are 60 applications for emergency child care paid by the Province. More spaces will be opened as soon as possible. Lynn Demoré Pitre is working with providers as it is their decision to provide services, and she is working to have more home-based spaces open as well.

EMS is not seeing an increase in call volume. This is common throughout the province.

NDHC continues to turn over units to make them available. Staff there are also conducting wellness checks on tenants.

Corporate Services is working on the COVID Response. The audit will go ahead with a report in May. There have been no grievances.

Housing Services has been exceptionally busy in working with partners for a facility for the homeless. This is an area where service has increased. The Pete Palangio double rinks area has been offered by the city, allowing one rink for isolation purposes. Nipissing Mental Health and Housing Support Services in managing this response extremely well with about 35 people attending the shelter on a regular basis, which is telling in that there wasn't this type of shelter pre-pandemic.

There was discussion on the impact of CERB on EI or OW and whether overpayments could cause problems later for recipients. Michelle Glabb indicated that we are monitoring this.

There was discussion of opening emergency child care spaces in West Nipissing. Lynn indicated staff there are just waiting to be trained and that she is working with providers in Mattawa to garner interest in opening emergency spaces there.

***Carried.***

**CONSENT AGENDA - Reports for Information Only**  
**Resolution No. 2020-57**

**Moved by:** Councillor Terry Kelly

**Seconded by:** Representative Amanda Smith

**That the District of Nipissing Social Services Administration Board (DNSSAB) receives Consent Agenda Items 7.1 to 7.7 for information purposes only.**

7.1 FA01-20 COVID-19 Leadership Update

7.2 FA02-20 DNSSAB COVID-19 Response – Corporate Services

7.3 SSE02-20 DNSSAB COVID-19 Response – Ontario Works

7.4 CS01-20 CCS DNSSAB COVID-19 Response - Child Care Services

7.5 HS07-20 DNSSAB COVID-19 Response – Housing Services – Programs

7.6 HS11-20 DNSSAB COVID-19 Response – Housing Services – Operations

7.7 EMS01-20 DNSSAB COVID-19 Response- EMS

***Carried***

## **MANAGERS REPORTS**

### **HS08-20 COVID-19 Emergency Procurement-Emergency Shelter Resolution No. 2020-58**

Moved by: Councillor Dave Mendicino

Seconded by: Councillor Mac Bain

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) accepts this report in accordance with the Board’s Purchasing Policy #CORP-01, under the authority of the DNSSAB Procedural Bylaw 2020-01 and formally authorizes the purchase of services with NMHHSS for the provision of a COVID Responsive Emergency Shelter in the City of North Bay.**

Housing Programs Manager Stacey Cyopeck outline why the move from the YMCA location to the Pete Palangio Arena was necessary, adding the release of people from incarceration due to the pandemic has put pressure on the system. She outlined details in her report about staffing requirements and how the shelter is being funded. She thanked the city of North Bay for offering the space so quickly and to everyone who worked to prepare the site so quickly. Kudos were also offered to DNSSAB and NDHC staff for their assistance.

### **FA03-20 Emergency Disbursement of Social Services Relief Fund – Process for Disbursement Resolution No. 2020-59**

**Moved by:** Councillor Scott Robertson

**Seconded by:** Councillor Chris Mayne

**It is recommended that the Board receives this update on the provincial Social Services Relief Fund (SSRF), and approves the identified process and areas of need for disbursing the funds in the community.**

Dave Plumstead indicated how this report provides information about how the funds are getting out into the community and the following report seeks the Board’s approval for this disbursement. He touched on the processes for gathering information through a survey of community partners and the meetings to determine the allocation of funds. He also indicated how the Purchasing Policy allows for such disbursements in an emergency situation.

***Carried***

[Representative Amanda Smith was put in the Zoom waiting room as she had previously declared a conflict with the following item.]

**FA04-20 Disbursement of Social Services Relief Fund- Approval of Disbursement  
Resolution No. 2020-60**

**Moved by:** Councillor Mac Bain

**Seconded by:** Councillor Dave Mendicino

**Recommendation**

**THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves report FA04-20 outlining the recommended disbursement of \$456,050 in funds from the provincial Social Services Relief Fund; and**

**That the District of Nipissing Social Services Administration Board (DNSSAB) advise the provincial and federal government of the demonstrated additional need for COVID-19 emergency funding valued at \$318,256 to support the emergency services requirements in the Nipissing community social services sector for the period ending April 30th, 2020.**

Stacey Cyopeck indicated the total disbursements are outlined at the end of the report. She explained the weighting of the requests with food and PPEs being rated higher. The funding also provides for the third month of operation of the emergency shelter – one gap that will remain at the end of the pandemic. Work will continue to secure funding for this.

Confirmation was given that the North Bay Food Bank received all the funding that it requested.

[Amanda Smith was returned to the meeting room.]

**IN-CAMERA**

**Resolution No. 2020-61**

**Moved by:** Councillor Bill Vrebosch

**Seconded by:** Councillor Dave Mendicino

**That the District of Nipissing Social Services Administration Board (DNSSAB) moves in-camera at 2:35 PM to discuss a personnel issue.**

**\*\*\*In-camera minutes are filed separately\*\*\***

**ADJOURN IN-CAMERA**

**Resolution No. 2020-62**

**Moved by:** Councillor Chris Mayne

**Seconded by:** Mayor Dan O'Mara

**Resolved THAT t the District of Nipissing Social Services Administration Board (DNSSAB) adjourns in-camera at 2:43 PM.**

*Carried.*

**Approve In-Camera**

**Resolution No. 2020-63**

**Moved by:** Councillor Dan Roveda

**Seconded by:** Councillor Dave Mendicino

**Resolved THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the action/direction resulting from the in-camera discussion.**

*Carried.*

**NEW BUSINESS**

Members Dean Backer and Jane Dumas mentioned there may be funding through the United Way that is geared to people 55 and over.

**NEXT MEETING DATE**

Wednesday, April 22 starting at noon via videoconference.

**ADJOURNMENT**

**Resolution No. 2020-64**

**Moved by:** Councillor Scott Robertson

**Seconded by:** Councillor Terry Kelly

**RESOLVED that the Board meeting be adjourned at 2:47 PM.**

*Carried.*

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MARK KING  
CHAIR OF THE BOARD

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CATHERINE MATHESON  
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator



## MINUTES OF PROCEEDINGS

### COMMITTEE OF THE WHOLE – COMMUNITY SERVICES COMMITTEE MEETING WEDNESDAY APRIL 22, 2020 12:00 PM VIA TELECONFERENCE

#### **MEMBERS PRESENT:**

Mayor Dean Backer (East Nipissing)  
Councillor Mark King - Chair (North Bay)  
Councillor Chris Mayne (North Bay)  
Councillor Dave Mendicino (North Bay)  
Councillor Dan Roveda Vice Chair (West Nipissing)  
Councillor Scott Robertson (North Bay)  
Representative Amanda Smith (Unincorporated)  
Mayor Jane Dumas (South Algonquin)  
Councillor Bill Vrebosch (North Bay)

#### **REGRETS:**

Councillor Mac Bain – (North Bay)  
Mayor Dan O'Mara (Temagami)  
Councillor Terry Kelly (East Ferris)

#### **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  
Stacey Cyopeck, Manager, Housing Programs  
Pierre Guenette, Manager, Housing Operations  
Jason Corbett, Contract Specialist  
Dawn Carlyle, Project Manager

**CALL TO ORDER**

The Community Services Committee was called to order at 12:06 PM by Chair Dan Roveda. The Chair commended all staff for pulling together to do a remarkable job under unusual circumstances.

**DECLARATION OF CONFLICTS OF INTEREST**

No conflicts were declared.

**ADOPTION OF THE AGENDA**

**Recommendation**

That the Committee of the Whole accepts the agenda for the Community Services Committee of April 22, 2020.

*Carried.*

**CONSENT AGENDA**

**Reports for Information Only**

**Recommendation**

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

**5.1 CS02-20 Emergency Child Care Services**

This report describes the actions taken by the Children’s Services Department in response to the COVID-19 pandemic and emergency childcare services for essential workers. This report is brought to the Board for information purposes only.

There was a question about whether any of the operations altered their hours of operation. Director of Children’s Services Lynn Démoré Pitre explained the centre based YMCA Woodland Site has extended hours to 6:30 am to 7 pm. Additional staff have been hired to accommodate the extended hours. Some home based providers have extended hours to include evenings, weekends and some holidays. Additional staff must be recruited to accommodate further extended hours. There is a plan in place to do this through the registry.

*Carried.*

**MANAGERS REPORTS**

**CS03-20 Emergency Child Care Services – Child Care Space Priority Access Policy**

**Recommendation**

That the District of Nipissing Social Services Administration Board accept and endorse the



**Emergency Childcare Services Child Care space Priority Access Policy, attached as Appendix A.**

Lynn Démoré Pitre explained how the policy was created, how the March survey informed the policy and that families should be accommodated according to needs. At the time, the health care sector indicated the greatest need. Both parents must be working outside of the home to qualify for emergency child care. The qualified applications for emergency child care were accepted on a first come, first served basis. Priority one went to health care workers and child care workers, the latter was included to remove any barriers preventing early years and child care workers from working in the emergency child care settings. Priority two includes all other essential workers. The centre based spaces are full of priority one families. Formal approval of this policy was requested.

***Carried.***

**[Mark King joined by phone]**

**HS10-20 Reaching Home 2020-21 – RFP****Recommendation**

That the District of Nipissing Social Services Administration Board (DNSSAB) approves the report HS10-20 and authorizes the recommended disbursement of funds for the Reaching Home 2020-21 fiscal year.

The federal funding is aimed at reducing homelessness in the district. It is provided through the community entity (DNSSAB). Decisions about how to use the funding is decided collaboratively with the Nipissing District Housing and Homelessness Partnership (CAB). Three proposals were submitted as outline in the report.

***Carried.***

**OTHER BUSINESS**

There was clarification by the recording secretary that the meeting was being recorded for minute taking purposes only.

**Next Meeting Date**

Wednesday, April 22 at 1:30 PM - DNSSAB Board to meet electronically.

**ADJOURNMENT**

**Moved by:** Councillor Bill Vrebosch

**Seconded by:** Councillor Scott Robertson

That the Community Services Committee meeting be adjourned at 12:29 PM.

***Carried.***

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MARK KING  
CHAIR OF THE BOARD

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CATHERINE MATHESON  
SECRETARY OF THE BOARD

Minutes of Proceedings Recorder: Marianne Zadra, Executive Coordinator

## BRIEFING NOTE

**X For information**     For Approval

**FA09-20**

**Date:** May 27, 2020

**Purpose:** **COVID-19 Workplace Pandemic Plan Update**

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

**Reviewed by:** Catherine Matheson, CAO

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### **INFORMATION:**

Report FA09-20 describes an update of the DNSSAB workplace pandemic plan, in response to COVID-19, and is brought to the Board for information purposes.

### **BACKGROUND:**

The DNSSAB's pandemic planning and response began March 2, 2020 when the first all-employee communication was sent out regarding COVID-19. From the onset, decisions related to pandemic planning have been guided under direction from:

- The North Bay and Parry Sound Health Unit
- The Ontario Ministry of Health
- The Government of Canada Travel Advisories and Public Health direction
- Life Works Employee Assistance Program
- COVID-19 surveillance data

### **CURRENT STATUS/STEPS TAKEN TO DATE:**

The Emergency Operations Centre (EOC) has devised a pandemic plan that echoes the guidelines provided by the local Health Unit, Provincial and Federal governments.

The current DNSSAB plan includes:

1. **Containment** (pre-pandemic)  
Includes steps to prevent the spread of the virus, including direction on infection prevention.

## 2. Mitigation (pandemic)

### a) Protect and Support

Enacted when the World Health Organization, Federal or Provincial governments declared a full emergency, or the local health unit confirms COVID-19 cases in the District.

### b) Re-Start

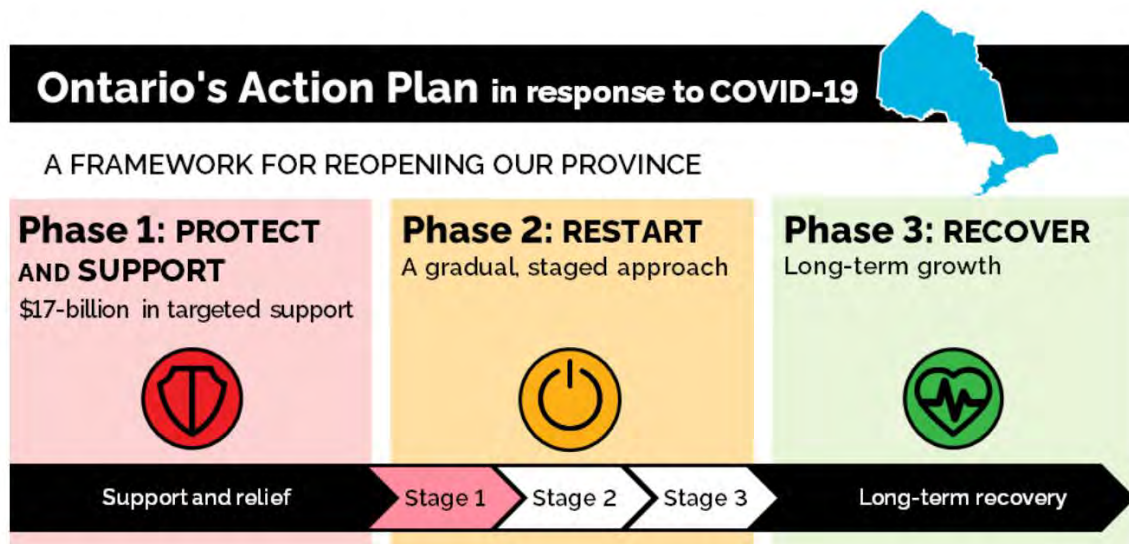
Enacted under the direction of the Provincial government and the local health unit when these authorities deem a gradual and staged approach to re-opening the Province is appropriate. See Visual A below.

## 3. Recovery (post-pandemic)

When COVID-19 cases are resolved in Nipissing District and operationally the Canadian government or Province declares there is no longer a risk.

The DNSSAB's pandemic planning is consistent with the Provincial Framework- A Framework for Re-Opening our Province, which was issued on May 14, 2020.

### Visual A



### RE-START AND RECOVERY PLANNING:

The DNSSAB's pandemic plan echoes the Provincial framework, by putting employee safety as a top priority. The key workplace considerations include:

- Reducing the risk of spreading COVID-19 in the workplace
- Altering services to deliver services remotely
- Adjusting workplace practices to ensure physical distancing, enhanced hygiene and cleaning, the use of personal protective equipment, and the screening of ill staff are in place
- Ensuring workplaces are appropriately cleaned and sanitized

As the EOC plans for the re-start and recovery stages of the pandemic plan, a cautious and staged approach, guided consistently by the local Health Unit and the Provincial and Federal governments is essential.

### Business Practices

Surprisingly, COVID-19 has provided an opportunity for the DNSSAB to re-evaluate its business practices and model. Efficiencies such as electronic signing (DocuSign), teleconferencing (Zoom) and other practices have made remote work as efficient, if not more efficient, than in-office work. According to a recent DNSSAB COVID-19 employee survey 86% of employees reported they were as efficient, if not more efficient, working remotely during the pandemic. The DNSSAB is also investigating software to support a new workplace model, and are encouraging innovative approaches to work in the ‘new normal’ world.

The DNSSAB is endeavoring to be innovative and flexible, to ensure the business approach is consistent with the Provincial direction, but also is adapted to meet the unique needs of the District’s clients and tenants.

Consistent with the Provincial framework, the DNSSAB is following the direction of the Chief Medical Officer of Health by ensuring appropriate protocols are in place, as are listed in Visual B below. There is no intention of lifting these workplace protocols until the Province and the organization move into the recovery stage of pandemic planning.

### Visual B

	Staying at home and away from others if you are feeling ill		Washing your hands frequently with soap and water, or using an alcohol-based sanitizer if soap and water are not available
	Physical distancing of two metres from people in public		Wearing a face covering in public where physical distancing is a challenge or not possible
	Practising good hygiene (avoiding touching your face and covering your cough or sneeze)		Increasing cleaning of frequently touched surfaces
	Limiting outings and public gatherings as per emergency orders		Working remotely or redesigning spaces and interactions to make them safer
	Minimizing travel and self-isolating for 14 days after all international travel		Protecting the most vulnerable

## **Continuing to Engage and Communicate with Staff**

The DNSSAB is constantly monitoring new best practices and health updates and continues to engage with staff to ensure the pandemic plans that are developed are appropriate for the workplace. It was identified through the DNSSAB COVID-19 employee survey that employees are satisfied with the current communication strategy; however, the DNSSAB will continue to communicate regularly with staff to ensure they feel their health and safety is protected.

## **FINANCIAL IMPLICATIONS:**

The additional costs associated with COVID-19 are being closely tracked by Finance staff, and cost savings are also being noted. For example, remote work has forced a more electronic system thereby saving on printing and paper costs.

## **NEXT STEPS:**

The DNSSAB EOC will continue to meet frequently to discuss the re-start and recovery phases of the pandemic plan. The group's goals align with what staff said in the recent survey – take a cautious approach, continue remote work, focus on social distancing, health and safety and cleanliness, and maintain regular communication with employees.

## BRIEFING NOTE

**X For information**  **For Approval**

**FA10-20**

**Date:** May 27, 2020

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

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

**Reviewed by:** Catherine Matheson, CAO

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### **FOR INFORMATION:**

Report FA10-20 describes the District of Nipissing Social Services Administration Board (DNSSAB) COVID-19 employee survey, in response to the pandemic, and is brought to the Board for information purposes.

### **BACKGROUND:**

In response to the COVID-19 pandemic, and under the guidance of the North Bay and Parry Sound District Health Unit, as well as the Federal and Provincial governments, the DNSSAB implemented a number of workplace measures to protect the safety and well-being of employees during this unprecedented time.

The workplace measures, including heightened health and safety measures and the implementation of a remote work protocol have had an immediate impact on employees. As the DNSSAB plans for the recovery stage of the pandemic, it was determined that input from employees would enhance the organization's recovery response.

On May 1, 2020 employees were invited to complete an anonymous survey with regards to the pandemic. Specifically, the survey addressed:

- Caregiving responsibilities
- The DNSSAB's response to the pandemic, including the communication strategy
- Health, safety and training
- Wellness initiatives during the pandemic and questions on work/life balance
- The remote work process and technology
- General feedback on successes and areas of improvement
- Returning to a 'new normal' and suggestions for the recovery stage of the plan

The feedback from employees on the DNSSAB's response, the remote work experience and communication has been overwhelmingly positive (see Appendix A.)

**NEXT STEPS:**

The DNSSAB has shared the results of the survey with employees, and acted on a number of recommendations that would have an immediate positive impact on employees.

The DNSSAB Emergency Operations Centre (EOC) is also analyzing the results of the survey to inform the planning of the next stage of our Pandemic Plan and awaiting direction from the Province and local Health Unit as to next steps in planning.



# The District of Nipissing Social Services Board

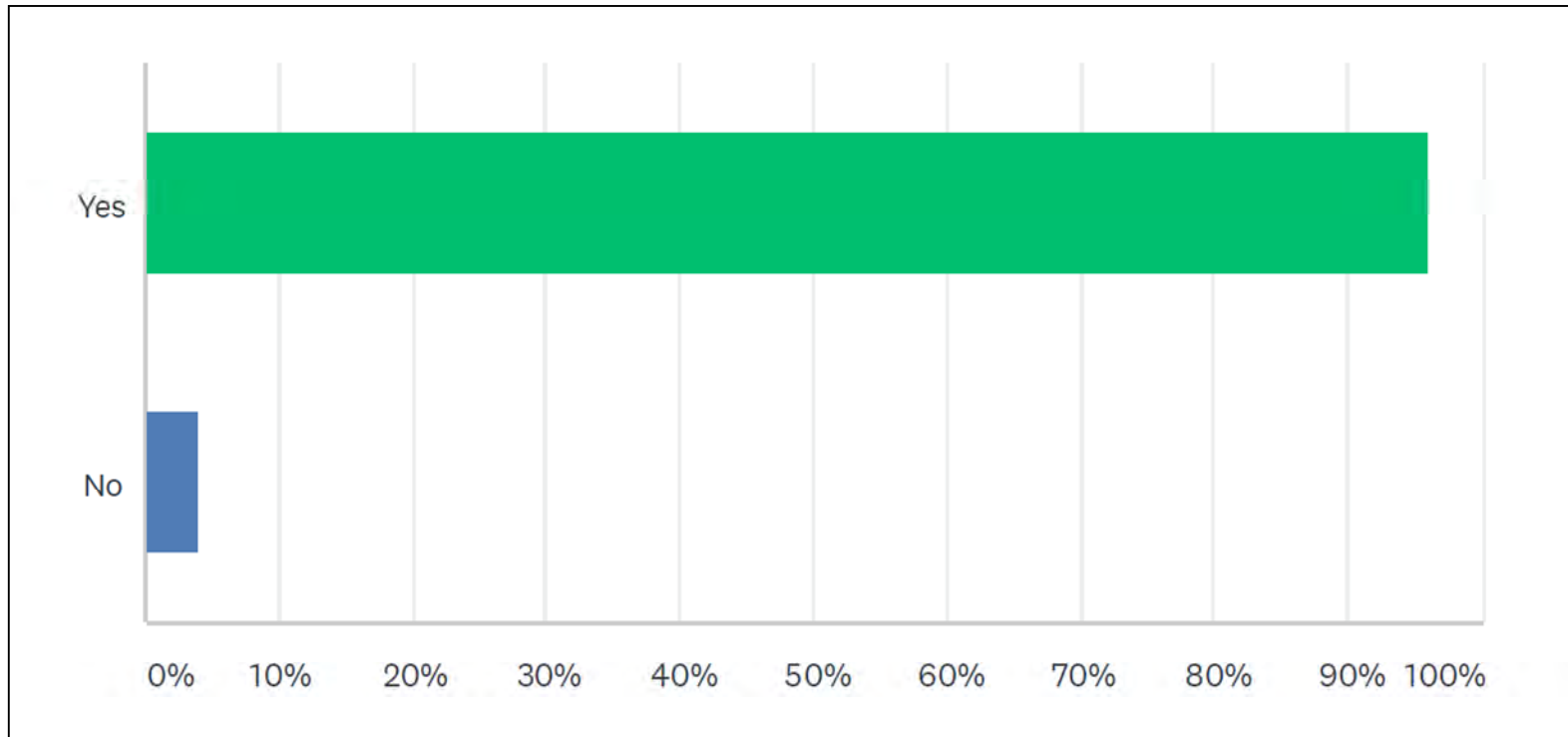
COVID-19 Employee Survey  
Summarized Results

# Staff Response

- Of 132 DNSSAB employees (includes FT, PT, contract, temporary and relief, not those on extended leaves) 103 completed the survey = 78% completion of this voluntary survey
- Employees in all departments completed the survey
- The following slides break out responses into high level areas

# Pandemic Response

- 96% feel the DNSSAB had an adequate plan/response to COVID-19



# Communication

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
I receive adequate and timely communication regarding the workplace and COVID-19 from the Senior Team	61.62% 61	29.29% 29	5.05% 5	2.02% 2	2.02% 2	99
I receive adequate and timely communication regarding the workplace and COVID-19 from my Supervisor	63.64% 63	27.27% 27	6.06% 6	2.02% 2	1.01% 1	99

- How frequently staff would like to receive feedback regarding workplace response

	DAILY	2-3 TIMES PER WEEK	ONCE PER WEEK	ONCE EVERY TWO WEEKS	MONTHLY	NOT AT ALL	UNDECIDED	TOTAL
From my Supervisor	11.11% 11	38.38% 38	41.41% 41	4.04% 4	1.01% 1	2.02% 2	2.02% 2	99
From the Senior Team	11.11% 11	20.20% 20	48.48% 48	14.14% 14	3.03% 3	1.01% 1	2.02% 2	99

# Safety

- I was provided with instruction to perform my job safely, and I have the equipment, tools and training I need to perform my job safely
- 70% felt the PPE was adequate

ANSWER CHOICES	RESPONSES	
Strongly Agree	53.61%	52
Agree	32.99%	32
Neither Agree nor Disagree	8.25%	8
Disagree	4.12%	4
Strongly Disagree	1.03%	1
TOTAL		97

# Return to Work

- If returning to 'normal' work, what resources and equipment do you feel you need to work safely?

Areas of:

- Additional health and safety measures
- Work environment adjustments, ex. social distancing
- Protocols for cleaning, meeting with clients, etc

# Health & Wellness

- 41% have participated in DNSSAB health and wellness initiatives during the pandemic
- The majority of staff feel their work-life balance has been encouraged during the pandemic

ANSWER CHOICES	RESPONSES	
Strongly Agree	31.58%	30
Agree	41.05%	39
Neither Agree nor Disagree	24.21%	23
Disagree	3.16%	3
Strongly Disagree	0.00%	0
TOTAL		95

# Technology

- 87% of respondents participated in the remote work program
- 98% of respondents feel they have the technology they need to work remotely



# Distractions

- 37% of respondents said they have distractions working from home

Areas include:

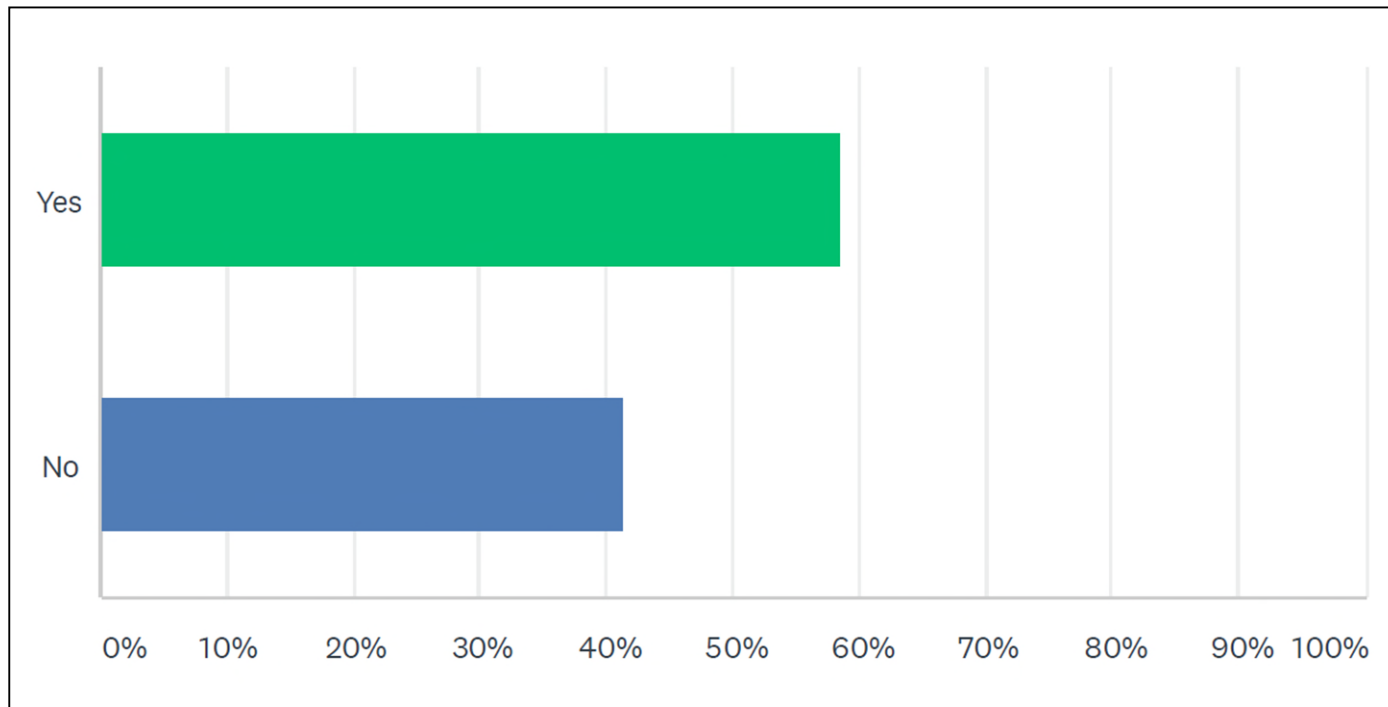
- Child care responsibilities
- TV
- Spouse
- Pets

# Caregiving

- 47% of respondents are the primary caregiver of child(ren) at home
- The average age of children being cared for is the age of 11
- 4% of respondents are caring for elderly parents at home

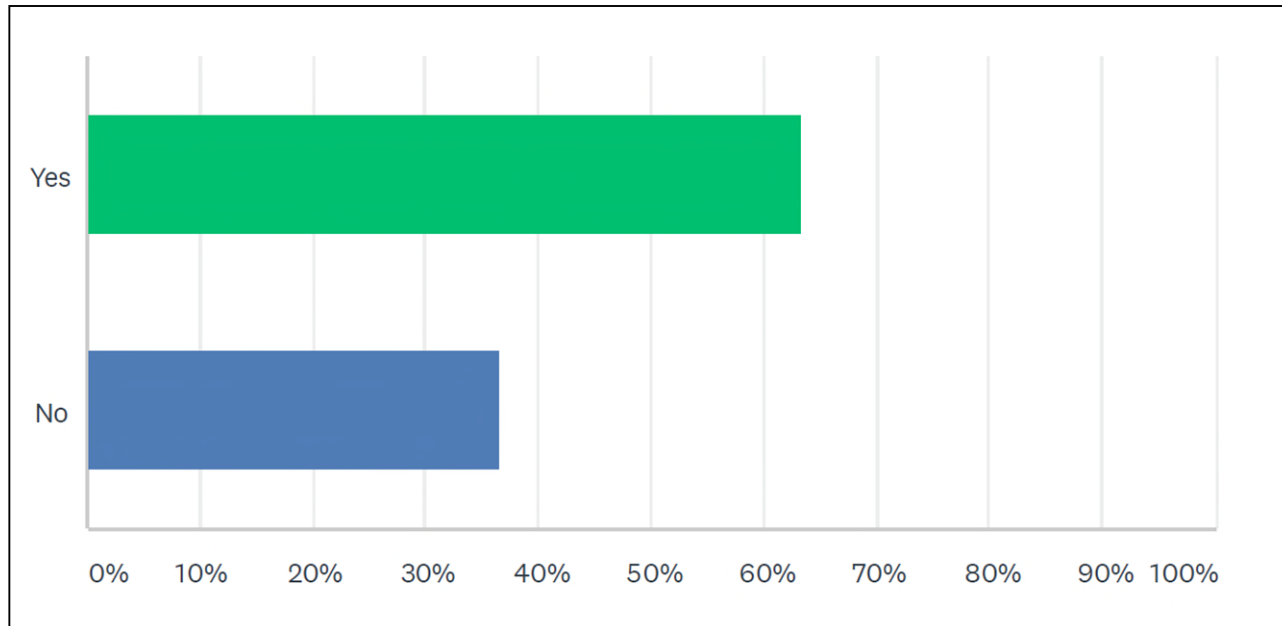
# Physical Activity

- Do you notice a change in physical activity when working from home?



# Physical & Mental Health

- Do you notice a change in your health physically and mentally when working remotely?



# Remote Work

- Which best describes your remote work experience?
- 86% felt they were equally or more effective working remotely

# Supervisor

- My immediate supervisor appreciates my work

ANSWER CHOICES	RESPONSES	
Strongly Agree	50.00%	40
Agree	42.50%	34
Neither Agree nor Disagree	6.25%	5
Disagree	1.25%	1
Strongly Disagree	0.00%	0

# What has worked well & what has been challenging?

- 92% of respondents think things worked well
- 53% of respondents think there have been challenges

For both, the comments were in the areas of:

- Communication
- Technology, working from home, support from team

# Final comments

Areas of:

- Health & Safety- for clients, tenants and staff, social distancing and planning for the 2<sup>nd</sup> wave of COVID-19
- Communication- clear, regular and open discussions
- Returning to work gradually



## BRIEFING NOTE FA08-20

For Information or  For Approval

**Date:** May 27<sup>th</sup>, 2020

**Purpose:** Appointment of Auditors for 2021

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

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

**Approved by:** Catherine Matheson, CAO

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### RECOMMENDATION:

That the District of Nipissing Social Services Administration Board (DNSSAB) re-appoint the firm BDO Canada LLP as its auditor for the year ending December 31, 2021.

### REPORT:

- Pursuant to Procedural By-Law No. 2019 – 01 of the DNSSAB section 50.1 on an annual basis the Board will appoint an auditor to audit the accounts of the Corporation;
- In compliance with the DNSSAB purchasing policy, the DNSSAB issued request for proposal (RFP) # 2018-03 for external audit services in 2018;
- BDO Canada LLP was selected as the successful proponent from the RFP process;
- The term for RFP # 2018-03 was for a five year term covering the years 2018 through 2022;

### CONCLUSION:

The current contract is in place for an additional three years. To date, services received and pricing have been as specified in the contract for external auditing services. As such it is recommended that the Board reappoint BDO Canada LLP as their external auditors.

## BRIEFING NOTE FA11-20

For information    For Approval

**Date:** May 20, 2020

**Purpose:** **Federation of Canadian Municipalities Report: *Protecting vital municipal services***

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

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATION

**That the Board be presented with the following report based on description and Board relevance – and a report by the Federation of Canadian Municipalities attached in the appendix – for information.**

### FCM REPORT DESCRIPTION AND BOARD RELEVANCE

The Federation of Canadian Municipalities (FCM) has recently published a report, *Protecting vital municipal services* (April 23, 2020) which calls on the federal government to address the financial crisis resulting from Covid-19. The report summarizes the municipal services that are playing a vital role during the pandemic; outlines the shortcomings in the current fiscal framework and the financial impacts of Covid-19; and presents recommendations to the federal government for emergency operating funding to sustain municipal operations and essential services through the remainder of the pandemic and into recovery.

The FCM report is relevant to the Board on a number of fronts. First, the 'vital municipal services' identified by the FCM include those directly funded and administered by the Board which are land ambulance, social services, and housing for vulnerable residents. From the FCM's perspective, the ability of the municipalities to continue funding and operating these essential services is at risk, given unforeseen municipal Covid costs and a significant drop in revenues attributed to the pandemic. This has implications for

maintaining Board service levels through the remainder of the pandemic. Second, according to the report, the Board's constituent municipalities are also facing mounting cost pressures in other areas of essential service delivery and again, falling revenues due to the pandemic.<sup>1</sup> While these services do not impact the Board directly, any risk to the financial viability and sustainability of constituent municipalities – also the Board funders – is of concern. Third and finally, the report presents a potential advocacy role for the Board in acknowledging and supporting the FCM concerns and recommendations and communicating this to upper levels of provincial and federal government.

The following section summarizes the key points of the FCM report – the report is also attached in the appendix for those who would like to read it.

## **FCM REPORT SUMMARY**

The FCM report, *Protecting vital municipal services* emphasizes the critical role that Canadian municipalities are playing in delivering essential services during the Covid pandemic and confronting the unprecedented health and economic challenges head-on. With communities and cities on the Covid front lines, municipalities have had to mobilize quickly to keep residents safe and help people and businesses 'weather the economic storm'. This has included implementing various public safety measures and supporting vulnerable populations.

As the 'national voice for local governments' the FCM has also been playing an active role in confronting the pandemic crisis by organizing local expertise, sharing resources, coordinating frontline response efforts and engaging with the federal government, and various agencies and decision-makers to help inform the pandemic response.

In view of the above however, municipalities are feeling increased fiscal pressure and incurring deep losses as the pandemic continues to unfold. This is largely a result of unanticipated Covid costs in areas such as public safety and decreasing /foregone revenues in the areas noted below (see footnote). The pandemic has exposed a weakness in the current (and outdated) fiscal framework whereby in the best of times – let alone a pandemic – municipalities are forced to strike a fine line between balancing limited revenue generation with operating and capital costs, while having few fiscal tools

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<sup>1</sup> These other essential services include police; fire; essential infrastructure maintenance (roads, bridges, etc.); public transit for essential workers; water and wastewater services; garbage collection and recycling; local public health agencies; and sustainability and environmental initiatives. Falling revenues are in the areas of public transit; deferred property tax, utilities, and other fees; user fees (parking, recreation facilities, etc.); and industries that have been hit hard (tourism, agriculture, natural resources, etc.).

and no legal means to run operating deficits. In some cases, municipalities are now drawing down reserves to continue delivering essential services during the pandemic.

Given the situation above and the current pandemic environment, municipalities are at risk of having to cut essential services to remain solvent. The alternative is emergency operating funding provided by the federal government to keep essential services running and communities safe and protected. The FCM's estimate of the Covid-19 financial impact and municipal shortfall is \$10-15 billion. The estimate is based on the assumptions that physical distancing directives continue for another six months and municipal revenue impacts continue to the end of 2020, and possibly into 2021, depending on the status of the pandemic and the pace of economic recovery.

Based on the above the FCM has the following recommendations for the federal government concerning emergency operating funding:

### ***Recommendations***

#### *Immediate Action*

- 1.0 Deliver at least \$10 billion in targeted emergency operating funding to all local governments as direct allocations—with a new hybrid formula modelled on both the proven federal Gas Tax Fund (GTF) and a ridership-based allocation for municipalities that operate transit systems. This model would have two components: a *base allocation* (\$7.6 billion) for all municipalities and a *supplementary allocation* (\$2.4 billion) for municipalities that own and operate transit systems. In terms of design the municipalities would receive a single transfer and have maximum flexibility to apply the funds to Covid-19 operating impacts. Additionally, no provincial or matching funds would be required and any unused funds could be reserved for additional COVID-19-related operating shortfalls (in 2020 or 2021), or transferred to the federal Gas Tax Fund to be used for incremental capital expenditures as part of Canada's COVID-19 recovery plan (recommendation #4 below).
- 2.0 Deliver additional emergency operating funding to individual local governments facing unique financial pressures related to COVID-19 that are not fully met by the hybrid formula above. This recognizes the fact that municipalities face different challenges during the pandemic (e.g. large urban municipality versus small rural municipality) and require targeted, funding supports.

#### *Medium-term Action*

- 3.0 Commit to revisit the need for additional operating funding within four months. This will be important depending on the duration and intensity of the pandemic.
- 4.0 Provide local governments with the ability to transfer unused allocations to the federal Gas Tax Fund program for capital expenditures as part of Canada's COVID-19 economic recovery plan.

In closing, the FCM reiterates that municipalities will continue to keep communities as safe as possible and deliver the essential services that people rely on. Many municipalities are also taking steps to prepare for recovery and to help the nation-building and economic recovery efforts when the pandemic ends. As with any crisis however, it will be important to learn from this pandemic. This includes celebrating the way in which governments and Canadians came together for a common cause, but also examining the shortcomings that were exposed in the system including the way in which we approach the role of local governments.



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

# Protecting vital municipal services

Urgent federal recommendations to  
address the financial crisis in our cities  
and communities due to COVID-19

**April 23, 2020**

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# This is a crisis

## A message from FCM's president

In a matter of weeks, the COVID-19 pandemic has turned life upside down. We now face a public health and economic challenge unlike anything we've seen in our lifetime. As municipalities across the country work to support frontline action and ready essential response services, the financial impact to our operations has created a crisis—and threatens to put the Canadians we serve at further risk.

Across Canada, cities and communities are seeing their finances drift toward collapse. This crisis exposes the cracks in an outdated model that is fundamentally misaligned with the modern reality of the role of local governments. Revenues are plummeting. Unanticipated costs are rising. With few fiscal tools available—and no legal ability to run operating deficits—local leaders face stark choices. Protecting essential services now requires support from other orders of government.

**Today, FCM is making that urgent request on behalf of cities and communities across the country. We are calling for emergency operating funding for municipalities—to keep essential services running and Canadians safe and protected.**

Canadians are depending on the vital services their local leaders provide, from ensuring tap water is clean to sending paramedics to help the sick to safely sheltering our most vulnerable residents. Cutting back services in the middle of a pandemic would put Canadians at further risk. Instead, municipal leaders must continue to help lead the way, supporting people and businesses through this public health and economic storm. To ensure this work continues with the urgency required—on the ground, where Canadians live—direct emergency federal funding is the only option.

Our federal-municipal partnership has delivered remarkable results. Deepening that partnership now will protect Canadians through this pandemic. And when the time comes, local leaders will be ready to help lead Canada's recovery, so this country can prosper and thrive once again.

A handwritten signature in black ink that reads "Bill Karsten". The signature is fluid and cursive, with a long horizontal stroke at the end.

**Bill Karsten**  
FCM President



# Local leaders on the front lines

Our cities and communities are the front lines of the COVID-19 pandemic. These are the places where Canadians go to work, buy homes, start families, launch businesses, and build the future of this country. As the governments closest to daily life, municipal leaders are mobilizing urgently to keep Canadians safe, and to help people and businesses weather the economic storm.

**Municipalities of all sizes are taking extraordinary measures to support Canadians—including our most vulnerable—through this unprecedented public health and economic challenge.** They're turning arenas into shelters for the homeless. They're setting up portable hygiene stations. They're deferring property taxes and utility bills for struggling families.

Municipalities are also working day and night to keep essential services running. Bus drivers, paramedics, firefighters, social workers and countless other frontline staff are putting themselves at risk every day to keep Canadians safe and to provide the services people rely on.

In the face of this challenge, essential workers and local leaders are stepping up together as champions for their communities, and this country.

**As the national voice for local governments, FCM is fully engaged in this nationwide crisis.** We're bringing together communities across the country to help protect people and businesses. Through regular touchpoints with our members—from FCM's Big City Mayors' Caucus and Rural Forum to our provincial-territorial municipal association partners and others—we're convening local expertise, sharing resources and coordinating frontline response efforts.

We're also working directly with federal departments, agencies and decision-makers to help inform Canada's pandemic response. That includes regular scheduled calls with the deputy prime minister and key ministers. This unprecedented engagement is bringing local realities to new federal initiatives—from the Canada Emergency Response Benefit to the Canada Emergency Wage Subsidy—to ensure they meet the needs of Canadians on the ground.

## Municipalities in action

The **City of Edmonton, AB** has waived transit fares on all routes and has deployed larger buses to encourage physical distancing, while ensuring essential workers have a safe and reliable way to get to work.

The public library in the **Town of Halton Hills, ON** is using 3D printers to make face shield parts for frontline health care workers. It's also left its Wi-Fi on—despite being closed—so residents without Internet access can apply for provincial and federal resources.

The municipality of **Canton De Gore, QC** has set up a home delivery service for seniors and vulnerable residents—staffed by volunteers—to bring groceries and prescriptions to people confined to their homes.

For more examples of municipal action during the pandemic, go to [fcm.ca/COVID19](https://fcm.ca/COVID19).

## Vital municipal services at a glance

COVID-19 is shining a spotlight on the vital role municipalities play in daily life. Now more than ever, Canadians are depending on their local leaders to keep essential services running—to keep people safe and secure through this pandemic. That includes:

- ▶ Local police, ambulance and fire services
- ▶ Maintenance of roads, bridges and other essential infrastructure
- ▶ Safe public transit for essential workers
- ▶ Clean water and wastewater services
- ▶ Garbage collection and recycling
- ▶ Local social services and housing for vulnerable residents
- ▶ Local public health agencies
- ▶ Sustainability and environmental initiatives



Paramedics are on the frontlines providing life-saving services including emergency and non-emergency pre-hospital care to residents. *Photo: City of Toronto*

When the time comes, municipalities will also be ready to lead Canada's recovery, along with our federal partners. Local leaders are already delivering frontline results for Canadians. And they are exceptionally well-placed to deliver stimulus funding quickly—to create jobs and get the economy going. Deepening the federal-municipal partnership even further will help Canada thrive and prosper once again.

# Anatomy of our financial crisis

At the best of times, Canada's municipal governments manage a razor-thin fiscal balance to deliver for residents. On the revenue side, they have scant ground to till beyond property taxes and user fees. On the expense side, operating and capital, they must be tremendously cost-efficient with every dollar available. With no legal standing to carry operating deficits, they diligently maintain reserves to carry our communities through cyclical shifts and disruptions.

But these are *historically challenging times*. Municipalities are incurring deep losses due to COVID-19—a combination of foregone revenues (from property taxes and user/utility fees) and unanticipated costs (including public safety measures and support for vulnerable populations). This is not limited to a cash flow challenge; this is a crisis of non-recoverable losses. To continue delivering essential services, many are drawing down limited reserves that were not designed for a crisis of this scale or duration.

Today's crisis exposes cracks in the fundamentally outdated fiscal framework in which municipalities are still forced to operate. And as we now approach a tipping point, our next steps will reverberate

through the lives of Canadians. Insolvency is not an option. Bridge loans cannot address this crisis of permanent losses. Cutting essential services is not an acceptable option, not when Canadians need us most. This is why we are turning to our federal partners for emergency operating funding—to sustain municipal operations and essential services through these extraordinary times.



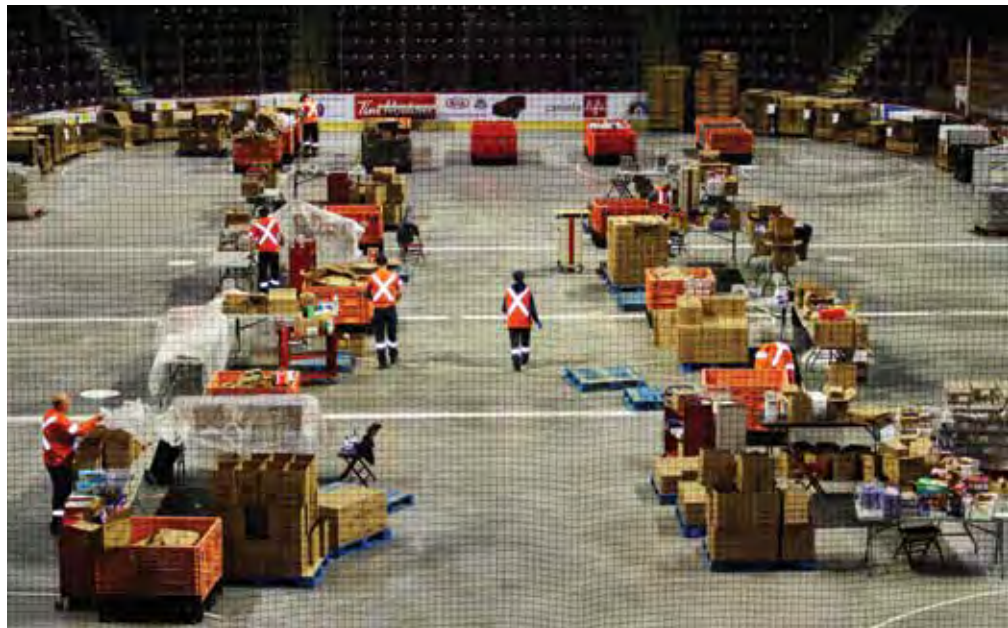
Municipal waste collection operators are keeping municipalities clean and green, while delivering essential services so residents can stay at home.

*Photo: City of Toronto*

***This action will protect essential services Canadians rely on.*** No one should have to worry if their tap water is clean, whether their garbage will stay on the curb, or when a fire truck or ambulance will arrive.



To keep drivers and riders safe, the City of Selkirk, MB, installed Plexiglas shields and closed off alternating rows inside the buses to encourage physical distancing. *Photo: City of Selkirk*



The City of Windsor's WFCU Centre, home of the Windsor Spitfires Junior-A hockey club, has been transformed into a make-shift foodbank to help those in need during the pandemic. *Photo: City of Windsor*

***This action will protect the most vulnerable among us.*** We must continue deploying extraordinary measures to protect people who face enormous challenges staying safe—in our shelters, on our streets.

***This action will support Canada's economic recovery.*** Municipalities will need to hit the ground running to turn stimulus funds into outcomes—and not be cancelling even *existing* capital projects.

Like never before, our municipal-federal partnership has been building better lives for Canadians. Our partnership is grounded in our respective strengths—local leaders are delivery experts closest to people's real needs, the federal government has the fiscal heft to drive nationwide progress. Today, right now, this partnership is the key to carrying Canadians through this pandemic into better days ahead.

## Protecting property taxpayers

Covering municipal losses through a one-time property tax levy is not a viable alternative to federal emergency funding given the significant impact it would have on households trying to weather the economic downturn. Bridging municipalities' 2020 fiscal shortfalls without cutting services—assuming six months of physical distancing—would require dramatic residential property tax levies:

Toronto	56%
Calgary	23%
Vancouver	22%
Montreal	18%
Mississauga	17%

# Fiscal impacts of COVID-19

The fiscal impacts of COVID-19 have been swift and dramatic. Non-recoverable municipal losses driven by falling revenues and rising costs have led to an unprecedented financial crisis. To absorb this staggering hit in the near term, we are calling for a federal operating infusion of \$10–15 billion over the next six months. This crisis may compound as physical distancing measures continue, and depending on the timing and pace of future economic recovery.

FCM continues to develop insight on the scale of losses that municipalities may face on the road ahead. The extent and nature of losses vary widely by community, depending on multiple factors:

- ▶ Municipalities with **public transit systems** face significant revenue losses at the fare box—estimated at \$400 million per month nationwide. This accounts for 30–50 percent of monthly net losses for these municipalities. In Metro Vancouver, Translink is losing \$75 million monthly. The Toronto Transit Commission reports a \$23.5 million weekly burn rate—with an 85 percent revenue drop in April alone. Critically, transit is an essential service for frontline workers in this pandemic, but with limited ability to reduce operating expenditures, many transit systems are already scaling back service to ensure solvency.
- ▶ Municipalities are deferring **property taxes, utility and other fees** to support struggling residents in the near-term—another major revenue hit. Even after these deferral programs end, there remains a significant risk of property tax delinquency. With even a 10 percent increase in property tax and utility bill delinquencies, the cities of Vancouver and Toronto estimate revenue losses in 2020 of \$130 million and \$684 million, respectively.
- ▶ Municipalities reliant on **hard-hit industries** face compounding pressures. In tourism-driven Banff, Alberta, 85 percent of workers have been laid off. Tourism Calgary has temporarily laid off more than half of its staff, and the city could lose the \$540 million economic impact of the Calgary Stampede. Agriculture: meat plants in High River, Alberta, and in Montreal have closed temporarily, impacting a third of Canada's beef processing capacity and most pork exports. Natural resources: Western Canadian Select is trading at negative prices, and sawmill closures have put thousands out of work, jeopardizing pulp mill jobs in northern and remote communities.



Like many municipalities, the City of Yorkton has converted one of their public rinks into a temporary site run by public health to help alleviate the impact on local hospitals and emergency rooms. *Photo: City of Yorkton*

- ▶ The loss of **user fees from parking and community, culture, and recreation facilities** is another source of foregone revenue. Many municipalities have already temporarily laid off staff at these facilities to reduce costs. The City of Mississauga estimates lost revenue from recreation facilities to reach \$23.3 million by the end of June. The City of Toronto is losing almost \$17 million monthly from foregone parking fees alone. Smaller communities, at relative scale, stand to take a significant hit as well. Prince George, B.C., estimates a monthly loss of \$912,000.
- ▶ Without emergency operating funding, municipalities will need to reduce planned **capital expenditures** in 2020 to make up for lost revenues. This will further slow economic activity across the country and increase future repair costs. And this scaling-back is enormously counter-productive to the coming need to drive Canada's economic recovery through new capital investment in municipal assets, including core infrastructure and housing.



The Gatineau Police Department controls movement at the entrance to the territory. *Photo: City of Gatineau*

- ▶ **Rural and small communities** face their own unique economic challenges. The agriculture sector has been hit hard. Some municipalities have begun laying off staff—despite having so few to begin with. With limited access to broadband Internet, many rural Canadians are unable to work from home. New Brunswick's Francophone municipalities are facing a total monthly loss of \$10.5 million. Even before the pandemic hit, eight percent of Atlantic Canada's workforce was already depending on Employment Insurance benefits.

# Summary of recommendations

With plummeting revenues, rising expenses and a legal proscription against running operating deficits, municipalities are at imminent risk of having to cut essential services to Canadians to remain solvent. The acceptable alternative is emergency operating funding for municipalities, provided by our stable, trusted, national partner: the Government of Canada.

This section summarizes FCM's urgent recommendation. This is based on the best available data on the projected financial impact of COVID-19—amounting to a near-term gap of \$10-15 billion for municipalities nationwide. It assumes that physical distancing directives substantially persist for six months, with direct municipal revenue impacts continuing through the end of 2020 and possibly into 2021 depending on the pace of economic recovery.

The core of our recommendation is an allocation-based formula to deliver a base level of support to all local governments. This is supplemented by targeted measures to meet distinct needs of municipalities as they continue to keep Canadians fully served and protected.

## Immediate action

1. **Deliver at least \$10 billion in targeted emergency operating funding to all local governments as direct allocations—with a new hybrid formula modelled on both the proven federal Gas Tax Fund (GTF) and a ridership-based allocation for municipalities that operate transit systems.**
  - ▶ Specifically, allocate at least \$7.6 billion of the fund using a GTF-style allocation formula for all local governments, and \$2.4 billion based 100% on transit ridership.
  - ▶ For municipalities that operate transit systems, provide a single blended transfer.
  - ▶ Immediately provide advance payments to municipalities facing urgent liquidity issues.
  - ▶ Leverage the administrative infrastructure of the federal Gas Tax Fund, where possible, to expedite the rollout of dedicated emergency operating grants.



Municipal road maintenance staff are working around the clock to keep roads safe and accessible for those delivering essential services. *Photo: City of Toronto*



Selkirk, MB Mayor Larry Johansson stopped at a resident's window to admire children's drawings showing their appreciation for essential workers. *Photo: City of Selkirk*

**2. Deliver additional emergency operating funding to individual local governments facing unique financial pressures related to COVID-19 that are not fully met by the hybrid formula above.** Our largest urban centres face distinct challenges supporting self-isolation, sanitation and good health among populations struggling with homelessness and mental health challenges. Smaller communities face unique challenges, starting with access to health care services that can support isolation requirements and urgent care. These and other unique cost drivers will continue to require targeted supports for the full duration of this crisis.

## Medium-term action

**3. Commit to revisit the need for additional operating funding within four months.**

- ▶ Monitor trends in property tax delinquencies and consider additional supports for individuals and businesses that may not be able to pay property taxes after the expiry of short-term municipal deferral programs.
- ▶ Depending on the duration and severity of the COVID-19 crisis, prepare for possible additional operating funding assistance in both 2020 and 2021.

**4. Provide local governments with the ability to transfer unused allocations to the federal Gas Tax Fund program for capital expenditures as part of Canada's COVID-19 economic recovery plan.**



# Proposed funding model

This section presents additional guidance for the emergency operating funding outlined in recommendation #1. Our proposed model features two components: a base allocation for all municipalities, and a supplementary allocation for municipalities that own and operate transit systems. To function—efficiently and nationwide—its design must be straightforward, direct and flexible.

## **Base allocation** *(for all municipalities)*

- ▶ At least \$7.6 billion based on the federal Gas Tax Fund formula.
- ▶ Assumes average of \$35 per capita per month, and six months of physical distancing (starting March 2020).

## **Supplementary allocation** *(for municipalities that own and operate transit systems)*

- ▶ \$2.4 billion based entirely on 2019 transit ridership (population not included in formula).
- ▶ Based on Canadian Urban Transit Association needs assessment (\$400 million/month for six months) and validated through individual city estimates.

## **Design considerations**

- ▶ Municipalities should receive a single transfer that combines the base and supplementary allocation (except in the case of provincially-owned transit systems, such as BC Transit and Metrolinx).
- ▶ This single transfer should provide maximum flexibility to local governments to apply funds towards all operating impacts (foregone revenue and/or unanticipated costs) related to the COVID-19 pandemic.

- ▶ No provincial or municipal matching funds should be required.
- ▶ Requiring provincial matching could cause delays given the varied fiscal capacities of provincial/territorial governments. However, provinces and territories continue to have an important role to play in providing targeted supports for local governments including, but not limited to:
  - ▷ direct support for COVID-19 emergency response and support for vulnerable populations;
  - ▷ expansion or backstop of property tax deferral programs (especially long-term deferment programs that will delay taxes beyond a single fiscal year);
  - ▷ block operating grants for local governments.
- ▶ Given significant downside risks—including the likelihood of future pandemic waves that require physical distancing, and the potential for property tax delinquencies—it is likely that the full allocation under an emergency operating grant will be fully utilized by local governments.



The Vulnerable Person's Registry is a critical program where the elderly and people with special needs are contacted daily, making sure that they are safe and their needs are being met. *Photo: Regional Municipality of Wood Buffalo*

- ▶ Any limited unused funding could be reserved for additional COVID-19-related operating shortfalls in 2020 or 2021, or transferred to the federal Gas Tax Fund to be used for incremental capital expenditures as part of Canada's COVID-19 recovery plan.

### Potential impact *(all numbers rounded and approximate):*

Municipality	Preliminary net losses*	Base allocation (GTF formula)	Supplementary allocation (transit)	Total allocation
City of Toronto	\$1.690B	\$575M	\$575M	\$1.150B
Metro Vancouver**	\$900M	\$510M	\$290M	\$795M
City of Calgary	\$400M	\$255M	\$115M	\$370M

\* preliminary estimates assuming full year impact of six months of physical distancing

\*\* extrapolation of data provided by City of Vancouver (local government not including transit) and TransLink (transit)

# Eyes on the future

Right now our focus is on tackling the public health and economic crisis in our cities and communities—and ensuring local leaders can continue to deliver the essential services Canadians rely on. But we're also keeping an eye on the future—for when Canada is ready to move from response to recovery.

Across the country, municipalities have already begun taking steps to help drive the massive nation-building effort that will be required when the pandemic ends—from getting local businesses back on their feet to implementing job-creating stimulus projects. FCM is supporting this work by collecting and analyzing on-the-ground data that will inform recommendations for Canada's recovery. From housing, to infrastructure, to green, sustainable and resilient projects, cities and communities have a long track-record of delivering results efficiently and effectively. Municipalities will be essential partners in rebuilding the economy we want for the future.

But as with any crisis, it will be just as important to learn lessons from this pandemic. We will honour and celebrate how Canadians and their governments came together in common cause. We will also need to take a critical look at the foundational cracks that have been more harshly exposed in how we approach the role of local governments. In clear view are the outdated tools and authorities granted to municipal leaders, and how they simply do not match the modern role cities and communities play in supporting Canadians and driving our economy. When the time is right, FCM and local leaders will be ready to have that conversation.

In the immediate, we will continue working flat-out, as partners on the front lines, to keep Canadians as safe as possible, and ready our economy for the comeback we're confident we can collectively drive. We're all in this together.





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## BRIEFING NOTE HS12-20

For Information or  For Approval

**Date:** May 27, 2020

**Purpose:** Canada – Ontario Housing Benefit (COHB): Administration Plan

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

**Reviewed by:** Catherine Matheson, CAO

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### Recommendation:

That the District of Nipissing Social Services Administration Board (DNSSAB) approves the implementation of the new Canada – Ontario Housing Benefit (COHB) Program for the District of Nipissing as set out in report HS12-20.

### Background:

- The COHB program is a \$1.46 billion federal-provincial rental subsidy program that launched on April 1, 2020. The program is jointly funded through the CMHC-Ontario Bilateral Agreement under the 2017 National Housing Strategy and is provincially delivered.
- The purpose is to increase the affordability of rental housing by providing an income-tested, portable housing benefit directly to eligible households that are on or are eligible to be on, social housing waiting lists or to households in housing need currently living in community housing.
- The program is modeled after and will build on the former Portable Housing Benefit – Special Priority Policy (PHB-SPP), which it now replaces. PHB-SPP targeted survivors of domestic violence and human trafficking, while the COHB program expands the target groups as identified by the Service Manager to include any of the following:
  - Persons experiencing or at risk of homelessness;
  - Indigenous persons;
  - Seniors;
  - Persons with disabilities; and
  - Persons living in community housing.
- The program will provide up to the following amounts in the District of Nipissing for the first two fiscal years:
  - 2020-21: **\$195,475**

- 2021-22: **\$256,130**
- The program is administered by the Ministry of Finance (MOF). MOF will determine eligibility, process monthly COHB payments, and complete annual reviews.
- The DNSSAB is responsible for developing an administration plan compliant with program guidelines, assisting applicants with the application, ensuring the application is completed accordingly, and forwarding applications to MOF.

**Report:**

- Housing Programs has identified the Nipissing District local priority/target household groups to be:
  - Victims of Domestic Violence & Human Trafficking
  - Persons experiencing *or* at risk of homelessness
  - Indigenous persons
- Housing Programs is looking to build on the former PHB-SPP Program, which was very successful in assisting Victims of Domestic Violence and Human Trafficking in the District by providing greater flexibility in housing choice and location. Moreover, the benefit allowed for a greater level of movement on the chronological waiting list for social housing as the SPP group had access to the PHB-SPP program.
- Providing COHB to homeless individuals will assist in the efforts to reduce and ultimately end homelessness. COHB will foster improved financial sustainability and will broaden the housing options available for individuals that are homeless or at-risk of homelessness.
- Based on past homelessness counts Indigenous peoples are over-represented in the homeless population. As such, COHB will directly target Indigenous peoples to allow for greater access to culturally appropriate housing across the District.
- Housing Programs will use the RGI Waitlist, and work closely with community partners to identify individuals and families that could benefit from COHB.

**Risk Identified and Mitigation:**

COHB funding allocations are provided on a “use it or lose it” basis, and funding from one fiscal year cannot be reallocated to future years. For this reason, annual planning allocations that cannot be fully taken up within the respective fiscal year may be reallocated by MMAH after December 31 to Service Manager areas with higher take-up rates. It is, therefore, imperative to begin the administration of the program as soon as possible to fully take up the funding for the 2020-21 fiscal year.

**Conclusion:**

In summary, Housing Programs strongly believes that COHB will have the greatest impact on the identified target populations. The COHB program will allow the DNSSAB to be more flexible in addressing our local housing needs and priorities. The program also provides the DNSSAB with the opportunity to create more vibrant mixed-income communities by diversifying housing options which should foster the prevention and reduction of homelessness within our District.

## BRIEFING NOTE HS13-20

For Information or  For Approval

**Date:** May 27, 2020

**Purpose:** Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – Investment Plan Amendments

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

**Reviewed by:** Catherine Matheson, CAO

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### Recommendation:

That the District of Nipissing Social Services Administration Board (DNSSAB) approves the Investment Plan amendments to the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI), attached as Appendix A, for the District of Nipissing as set out in report HS13-20.

### Background:

- Announced in April 2019, the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) are joint initiatives between the federal and provincial governments for the delivery of affordable and social housing.
- COCHI funding represents a re-investment of federal funding that has been declining under the Canada-Ontario Social Housing Agreement. OPHI, in turn, is closely modelled after the recent Investment in Affordable Housing Program, 2014 Extension (IAH-E). Comparable to IAH-E, OPHI is designed to address local housing priorities that include affordability, repair and new construction.
- As per report HS16-19, the Board approved the COCHI & OPHI Initial Investment Plan for the first three fiscal years of the program up to March 31, 2022.

### Report:

- Amendments have been made to the Initial Investment Plan in OPHI Year 2 (2020-21) to factor in the needed investment for the future transitional housing project at 590 Chippewa Street West in North Bay under the Rental Housing Component.
- The funding that was originally allocated to Homeownership and Ontario Renovates has been moved to Rental Housing Component.
- Amendments were also made to the Rent Supplement Component. This funding was also moved into Rental Housing Component in Years 2 and 3 since clarification was



received that these subsidies will not contribute towards Service Level Standards as originally intended.

- In OPHI Year 3, some of the funds originally allocated to the Homeownership and Ontario Renovates Components were moved to Rental Housing Component to further increase the funding available to support the development of additional affordable housing. The remaining funding for Homeownership will allow for approximately 4 households to access down-payment assistance while the funding for Ontario Renovates will allow for a minimum of 6 households to access needed home renovation/retrofit funding.
- As a result of the amendments, the allocations for OPHI Rental Housing are now \$309,823 in Year 2 and \$323,826 in Year 3.
- It is important to note, amendments were only made to the OPHI Investment Plan. The COCHI allocations remain the same.

**Risk Identification and Mitigation:**

COCHI and OPHI funding allocations are provided on a 'use it or lose it' basis, therefore, funds that are not committed by the required timelines may be reallocated to other Service Manager areas. The DNSSAB does have the flexibility to move funds to certain other program components to ensure that funds are fully committed.

**Conclusion:**

In summary, the amendments that have been made further support the additional capital funding for the future transitional housing project on Chippewa Street and the need for additional affordable rental housing. The amendments also take into account the need for continued funding for Ontario Renovates and Homeownership, which are both successful programs in the District.

## Planned Financial Commitments By Year

Complete the following table to indicate how much of your annual allocation you plan to commit for each year of COCHI and OPHI. Documentation required for a commitment is outlined in the attached document.

Enter the full amount of funding to be committed in the year in which you plan to commit.

Enter the amount to be used as administration fees for each year. Administration fees are a percentage of the total allocation.

COCHI		COCHI Planned
		YEAR 1
		2019-20
<b>SM allocation for each fiscal year</b>		\$ 14,345.00
<b><u>Capital Components</u></b>		
New Build		\$ -
Repair		\$ -
<b><u>Operating Components</u></b>		
Rent Supplement		\$ -
Transitional Operating Funding		\$ 13,628
<b><u>SM Administration Fees</u></b>		<b>% of Allocation</b>
SM Administration Fees	5%	\$ 717
<b>Total COCHI</b>		<b>\$ 14,345</b>
<b>OPHI</b>		
<b>SM allocation for each fiscal year</b>		\$ 782,900
<b><u>Capital Components</u></b>		
Rental Housing		\$ -
Homeownership		\$ 54,000
Ontario Renovates		\$ 672,255
<b><u>Operating Components</u></b>		
Rental Assistance		
Rent Supplement		\$ -
Housing Allowance - Direct Delivery		\$ 17,500
Housing Allowance - Shared Delivery		\$ -
Housing Support Services		\$ -
<b><u>SM Administration Fees</u></b>		<b>% of Allocation</b>
SM Administration Fees	5%	\$ 39,145

<b>Total OPHI</b>	<b>\$ 782,900</b>
<b>TOTAL PROGRAM ALLOCATION</b>	<b>\$ 797,245</b>

## BRIEFING NOTE

HS14-20

For information or  For Approval

**Date:** May 27, 2020

**Purpose:** Transitional Housing Project Name

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

**Reviewed by:** Catherine Matheson, CAO

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### Recommendation:

That the District of Nipissing Social Services Administration Board (DNSSAB) receives report HS14-20 selecting Option \_\_\_ for the name of the future transitional housing project to be located at 590 Chippewa Street West in North Bay.

### Background:

- On March 24<sup>th</sup>, the DNSSAB was conditionally approved for \$1,200,000 from the Ministry of Municipal Affairs and Housing (MMAH) for the development of a 16 transitional housing project located at 590 Chippewa Street West in North Bay.

### Report:

- As a requirement from MMAH, the DNSSAB needed to assign a name to the project for the Project Information Form (PIF). The PIF is needed to secure the funding. The selected name was “Gateway House”, which incorporates North Bay’s history as the “Gateway of the North”. Moreover, as a transitional housing project, the name implies that it is a gateway to a new healthy and sustainable way of life.
- Other options that were reviewed at the time include Chippewa House and Nipissing House.
- In reviewing the names of other transitional housing in Ontario, the majority are named after an individual or a geographic location.

**Options:**

1. Continue to use the temporary name “Gateway House”
2. “Chippewa House” due to its location on Chippewa Street
3. “Nipissing House” representing the Nipissing District

**Risk Identified and Mitigation:**

In order to ensure that the DNSSAB is in compliance with the terms of the funding for the future transitional housing project, the naming will need to be formalized. Selecting an appropriate project name is crucial as it will appear in future communications from the Ministry and up-coming reports to the Board.

## BRIEFING NOTE CS04-20

For information  For Approval

**Date:** May 27, 2020

**Purpose:** Childcare Sector Funding – Ontario’s Childcare Sustainability Approach

**Prepared by:** Lynn Démoré-Pitre, Director Children’s Services

**Reviewed by:** Catherine Matheson, CAO

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### RECOMMENDATION:

That the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note CS04-20 and that the DNSSAB Board send a letter to Minister Stephen Lecce requesting that the decision to retroactively implement Ontario’s Plan to support financial sustainability within the early years and child care sector be reconsidered and set to May 1, 2020.

### BACKGROUND:

On March 17, 2020, the Premier of Ontario declared a state of emergency, and ordered the closure of all licensed childcare centres and all facilities providing indoor recreational programs including EarlyON Child and Family Centres. This order did not apply to licensed home childcare agencies. This order has been extended and is now in place until May 19, 2020 unless ended earlier or extended.

The order to close does not apply to the licensed childcare centres approved to provide emergency childcare services for health care and other eligible frontline workers. Additionally, the order does not apply to home-based childcare (licensed and unlicensed).

In the memorandum dated March 21, 2020, the Ministry directed CMSMs/DSSABs to continue to flow funding to Early Years and Childcare Centres. In line with Ministry direction, DNSSAB created a plan and executed contracts, based on this direction. In this same memorandum, the Ministry indicated that it did not intend to recover funds as a result of the measures implemented as part of COVID-19 preparedness, including compliance with closure orders.

On March 22, 2020, the Board received Briefing Note CS01-20 related to COVID-19 Children's Services Update which described the actions taken by the Children's Services Department in response to the COVID-19 pandemic.

**CURRENT STATUS/STEPS TAKEN TO DATE:**

On Saturday May 9, 2020, in the news release "[Ontario Government Supporting Parents as Economy Reopens](#)", the provincial government announced that a plan that supports service providers to remain sustainable and ready to open when parents return to work. On that same day, licensed childcare service providers received a memorandum directly from the Ministry of Education outlining details of this plan.

On Monday, May 11, 2020, CMSMs/DSSABs received a memorandum outlining the details of the provincial plan to a more specific degree. The information is focused with the supports being broken in two areas of operations: Fixed Overhead Costs and Salary and Wage supports. This approach is not "business as usual".

The stated objective of Ontario's plan is to support financial sustainability across the early years and childcare sector to ensure a stable and accessible system as we enter the recovery stage following the COVID-19 outbreak.

The main point of the plan appears to be to leverage federal funding sources. EarlyON and childcare service providers have been directed by the Ministry to research and optimize the federal funding supports available to them, retroactively to March 15, 2020.

The [Ontario-Canada Emergency Commercial Rent Assistance Program \(OCECRA\)](#) will be available to landlords, therefore, service providers have been directed to work with their landlord to determine if they could retroactively benefit from this support or not. The application for this funding is currently not available.

Service providers are also required to apply for [Federal COVID-19 Economic Response Plan funding](#) to support staffing costs. There are challenges with this program as it only covers 75% of the costs.

Home childcare base funding will continue to be flowed for licensed home childcare agencies as they continue to operate. Wage Enhancement funding and fee subsidies will also be made available to home providers who continue to operate.

EarlyON programs can continue to receive funding, for the days/hours practitioners worked, however, will be required to apply for the [Federal COVID-19 Economic Response Plan funding](#) for salaries/wages and benefits of administration and program centre staff.

Operating funding for Indigenous-led programming and Special Needs Resourcing funding will continue to be provided for the days/hours worked to provide the services.

Additional supports for EarlyON programs and licensed childcare include:

- School boards will not be charging rent to childcare or EarlyON centres found in school that have closed until the end of the closure period (It is not yet clear if this is a deferral or a waiving of these expenses )
- Fees for childcare licensing applications and renewals will be waived during the closure period
- Licences to operate childcare will be extended for a 6 month-period
- Other requirements such as vulnerable sector checks, first aid and CPR renewals for existing childcares will be extended.

### **FINANCIAL IMPLICATIONS:**

Given the new direction provided by the Ministry of Education, upcoming monthly/quarterly allocations to early years and childcare service providers have been “put on hold” until a new replacement sustainability plan has been developed and approved. Over the next few weeks, DNSSAB will be working closely with the service providers to gather information, complete reconciliations and determine the financial impact of this new provincial direction for each agency.

In this memorandum, the Ministry has also advised that if CMSM/DSSABs commit to providing top-up funding for salaries and wages above the Canadian Emergency Wage Subsidy; they will be required to use municipal funds. As CMSM/DSSABs are not permitted to utilize any provincial funding retroactively to March 15, 2020 there is a considerable risk to both the municipalities who contribute to the cost share of child care centres and the service providers. It is currently unclear if this is 100% contribution or a portion of the contribution that is already allocated as part of the approved Children’s Services budget. It has been clearly stated that provincial funds may not be used for any kind of top-up.

CMSMs/DSSABs have been advised that the monthly cash flow received by the Ministry will continue, however, funding will be reconciled starting in August. The Ministry’s reporting template clearly indicates that the Ministry will update monthly cash flows and 2020 allocations based on the information provided through this process. The potential impact of this reconciliation on the DNSSAB’S Children’s Service budgeted allocation not to mention the whole early years and childcare system is currently unclear.

### **RISK IDENTIFICATION AND MITIGATION:**

As mentioned, earlier in this report, this approach is not “business as usual”. There has been inconsistent messaging provided when it comes to sustaining the early years and childcare sector, therefore, there is a lot of angst felt in the sector.



Prior to this announcement, services providers had expressed concerns regarding the sustainability and viability of their services, as many are already operating on exceedingly small margins. Many had also voiced concerns about the impact that this will have towards the retention of professionals working in this sector. Although the provincial plan was created to sustain the early years and childcare sector, there is a concern that the current strategy will destabilize this sector in our district. Without the proper financial supports in place, the service providers will need to fill gaps created by this retroactive change in direction from the Ministry. Through this reconciliation process, there is also a concern of possible financial claw backs. Without the proper supports in place, this already fragile system will be at significant risk.

The administrative burden associated to this plan is substantial and will have great impact on all of the agencies. As these decisions have been made retroactively to March 15, 2020, the impact on agencies and early years and childcare sector is unknown at this time. There are many details in the latest memorandum that require clarification as there could be negative financial impacts for both the district's early years and childcare service providers who's operations have already been impacted by the closures due to COVID-19. With the childcare pressures that already exists in the district; our system cannot handle the loss of child care spaces, let alone an entire agency.

In recent years, service agreements have been written in such a way to ensure that DNSSAB is not held financially liable for situations where the Ministry does not flow funds as planned, thereby reducing risks to the corporation when faced with situations such as these.

To receive the much-needed clarification, DNSSAB has forwarded a list of questions to the Ministry all related to the recent memorandum.

#### **COMMUNICATION PLAN:**

DNSSAB's Children's Services Department will ensure that ongoing communication and messaging from DNSSAB continues to be handled in a proficient manner through various methods (i.e. memorandums, zoom conferences, agency meetings, group meetings, etc.) which in turn will ensure that the necessary information reaches early years and child care service providers.

#### **NEXT STEPS:**

The Ministry's Financial Analysts and Early Years Advisors will work with CMSMs/DSSABs on individual plans and funding requirements during this period. A meeting has been scheduled with members of the DNSSAB team on Friday, May 22, 2020. It is expected that additional meeting will be scheduled in the upcoming weeks.

DNSSAB will continue to work with and support early years and childcare service providers by providing guidance as it relates to federal funding opportunities, data and information gathering, reconciliations, etc. Meetings with groups and individual agencies have been scheduled to ensure that there are no missed opportunities within the sector.

The Board will be updated further as more information is received.