



## DNSSAB BOARD MEETING AGENDA

Date: **Wednesday, November 22, 2023, 2:00 p.m.**  
Location: **DNSSAB Boardroom**  
**200 McIntyre Street East, North Bay, ON, P1B 8V6**

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Pages

**1. Call to Order**

**Recommended Motion:**

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of November 22nd at \_\_\_\_ PM.

**1.1 Declaration of Conflict of Interest**

**2. Opening Remarks and Land Acknowledgement by the Chair**

*The District of Nipissing Social Services Administration Board (DNSSAB) acknowledges we are located on the Robinson-Huron Treaty of 1850 Territory, which is representative of the people of Nipissing First Nation and Temagami First Nation as well as the unceded Territory of the Algonquin Anishinaabeg people.*

*We understand that the standard of living we enjoy here is a result of thousands of years of stewardship by the original inhabitants and the inequitable taking of the land from them. We acknowledge that in order to have reconciliation, we must first understand truth; the DNSSAB commits to move forward in an effort to achieve both.*

**3. Approval of Agenda**

**Recommended Motion:**

THAT the Board accept the Agenda for November 22nd.

**4. Approval of Minutes**

**Recommended Motion:**

THAT the Board adopt the minutes of the October 25th proceedings of the DNSSAB Board Meeting.

**5. Delegations**

There are no delegations.

**6. CAO Verbal Update**

**Recommended Motion:**

THAT the Board accepts the Acting CAO Verbal Update for November 22nd, 2023.

**7. 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.*

**Recommended Motion:**

THAT the Board receives for approval/ information, Consent Agenda items 7.1 to 7.3.

- |     |   |    |
|-----|---|----|
| 7.1 | 7.1 2022 Annual Report Implementation Plan Update - 10 Year Housing and Homelessness Plan, HS-2023-042, HS-2023-042 | 10 |
| 7.2 | 7.2 Average Resale House Price, HS-2023-43  | 49 |
| 7.3 | CMHC Repair Funding Update, NDHC-2023-044   | 52 |

**8. Managers' Reports**

- |     |                             |    |
|-----|-----------------------------|----|
| 8.1 | Sparkrock 365 CORP-2023-044 | 60 |
|-----|-----------------------------|----|

**Recommended Motion:**

THAT the District of the Nipissing Social Services Administration Board (DNSSAB) approves the migration from Sparkrock 2016 to Sparkrock 365.

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|-----|--|----|
| 8.2 | Northern Pines Update and Evergreen Agreement, HS-2023-032 | 63 |
|-----|--|----|

**Recommended Motion:**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives and approves report HS2023-032, providing an update on the Northern Pines campus, and recommending an evergreen agreement with the Crisis Centre North Bay for the operations of the transitional and supportive housing services delivered at Northern Pines.

**9. Move In Camera**

**Recommended Motion:**

THAT the DNSSAB Board moves in camera to discuss matters of negotiation, proposed acquisition of property and labour relations, at \_\_\_\_ PM.

- |     |   |
|-----|---|
| 9.1 | Approve in Camera Agenda                |
| 9.2 | Approve In Camera Minutes Oct. 25, 2023 |
| 9.3 | Item #1, CORP-2023-040                  |
| 9.4 | Item #2, HS-2023-030                    |
| 9.5 | Item #3, CORP-2023-042                  |

**10. Adjourn In Camera**

**Recommended Motion:**

THAT the Board approve the action(s)/direction(s) discussed in camera.

**11. Other / New Business**

**12. Next Meeting Date**

**13. Adjournment**

**Recommended Motion:**

THAT the DNSSAB Board Meeting be adjourned at \_\_\_\_\_PM.



**DNSSAB BOARD MEETING  
MINUTES OF PROCEEDINGS**

**Date:** October 25, 2023, 1:00 p.m.  
**Location:** DNSSAB Boardroom  
200 McIntyre Street East, North Bay, ON, P1B 8V6

**Members Present:** Mark King- Chair  
Lana Mitchell- Vice Chair  
Amanda Smith  
Chris Mayne  
Dan O'Mara  
Ethel LaValley  
Jamie Restoule  
Justine Mallah  
Maggie Horsfield  
Mélanie Chenier  
Peter Chirico  
Terry Kelly

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**1. Call to Order**

The Chair called the meeting to order at 1:47 PM.

**Resolution #: 2023-81**

Moved by: Lana Mitchell

Seconded by: Chris Mayne

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of October 25th at 1:45 PM.

**CARRIED**

**1.1 Declaration of Conflict of Interest**

Peter Chirico declared a conflict of interest with item 1.1.1. Mackay Homes Tax Relief and Building Permit Fee Rebate.

**1.1.1 Peter Chirico - Mackay Homes Tax Relief and Building Permit Fee Rebate, NDHC-2023-025**

Items sending letters to city re Mackay Homes. 2 items

**2. Opening Remarks by the Chair**

The Chair thanked Andrea Montgomery from Redbrick Communications for her presentation to the Board on the importance of a unified approach to communications.

He noted that Associate Minister of Mental Health and Addictions, Michael Tibollo has confirmed a visit to Northern Pines on November 7th, and that Board members are invited to attend if they are able.

The Chair also recognized outgoing CAO Catherine Matheson, recounting how she began her time with DNSSAB/NDHC as the pandemic began, and established a remote work model, oversaw emergency child care, and heightened protocols. He also mentioned some other notable achievements including the creation of 60 transitional housing units at Northern Pines with co-located RAAM and ACTT clinics through partnership with the North Bay Regional Health Centre, the acquisition of Mackay Homes, a \$1.2M investment in housing by the Ontario Aboriginal Housing Corporation in exchange for NDHC land, strengthening of the housing reserve funding through a reduction in the corporate footprint, and initiated two foundational studies now underway for homelessness and housing development. She also oversaw bringing Paramedic Services in house, a streamlined governance process, and the establishment of a 20-year strategic plan. The Chair wished her the best on behalf of the Board in her new position with the municipality of Mississauga.

**3. Approval of Agenda**

**Resolution #: 2023-82**

Moved by: Justine Mallah

Seconded by: Chris Mayne

THAT the Board accept the Agenda for October 25th, 2023.

**CARRIED**

**4. Approval of Minutes**

**Resolution #: 2023-83-A**

Moved by: Peter Chirico

Seconded by: Amanda Smith

THAT the Board adopt the minutes of proceedings of the of the September 27th, 2023, DNSSAB Board Meeting.

**CARRIED**

**Resolution #: 2023-83-B**

Moved by: Dan O'Mara

Seconded by: Lana Mitchell

THAT the Board accept the minutes of proceedings for the Finance and Administration Meeting of September 27th, 2023.

**CARRIED**

**5. Delegations**

There were no delegations.

**6. CAO Verbal Update**

Outgoing CAO Catherine Matheson thanked the board and committee Chairs, past and present, for their work with DNSSAB/NDHC under this administration, and noted she looks forward to hearing about future achievements.

**Resolution #: 2023-84**

Moved by: Ethel LaValley

Seconded by: Maggie Horsfield

THAT the Board accepts the CAO Verbal Update for October 25th, 2023.

**CARRIED**

**7. Consent Agenda**

**Resolution #: 2023-85**

Moved by: Justine Mallah

Seconded by: Mélanie Chenier

THAT the Board receives for approval/ information, Consent Agenda items 7.1 to 7.9.

**CARRIED**

**7.1 Capacity to Borrow, CORP-2023-033**

Manager of Finance Justin Avery provided information to the Board on the DNSSAB's ability to borrow and it was clarified that any request to borrow would first go to board.

## **7.2 Appointment of Auditors for 2023, CORP-2023-034**

The Board inquired about the delay in appointing new auditors and Manager of Finance Justin Avery explained that capacity to go through an RFP process was responsible. He assured the Board everything is done to get competitive costing. It was noted by the Board that a streamlined process could cut back on the time-consuming process of RFPs and asked if a mechanism could be brought forward that would cut back on staff time required in the selection of auditors.

That the District of Nipissing Social Services Administration Board (DNSSAB) reappoint the firm BDO Canada LLP (BDO) as its auditor for the year ending December 31, 2023.

## **7.3 2024 Response Time Standard Plan, PS-2023-010**

Paramedic Services Chief Stephen Kirk spoke to this report on response time standards, explaining the CTAS rankings, the challenges presented by the District's geography and size, how the on call system is working now and how response times can be improved through extended on-site hours for paramedics. Members asked that response times in the future be provided base by base and cover several years of operation.

In response to questions, Stephen also explained the chain of custody when first responders transfer custody to paramedics, and how some fire fighters have paramedic training but they can't perform to that level until paramedics are onsite, in accordance with provincial guidelines. He indicated he will review this process with district fire departments.

That the Board approve the Response Time Standard (RTS) plan for the calendar year 2024 for submission to the Minister of Health.

## **7.4 Delegation of Authority, CORP-2023-036**

THAT effective November 1, 2023, the Board delegate authority to the Acting CAO, to be named, to approve transfer payments in accordance with Ministry guidelines, and the DNSSAB's Purchasing Policy, which may be within or exceed the CAO's delegated approval authority level.

## **7.5 Disposal of Assets Policy Revisions, CORP-2023-035**

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the updates to the DNSSAB/Nipissing District Housing Corporation (NDHC) Asset Disposal Policy.

## **7.6 Staffing Report, CORP-2023-038**

There was a request from the Board that this report moves forward to the budget process for operational review to make sure the right people are in the

right positions. It was indicated that staff can come back to the Board with more information.

**7.7 Homelessness System Review and Feasibility Study Preliminary Report, HS-2023-028**

Director of Housing Services, Stacey Cyopeck provided the interim report, noting a full report will be coming later. In response to a question about whether DNSSAB has an accurate number of those experiencing homelessness and the year over year trends, Stacey indicated that more people are being added to the By Name List, which is being cleansed to make it more accurate, and that the full report will provide some direction on the best way to proceed.

**7.8 Travel, Meal, and Hospitality Policy Revisions, CORP-2023-037**

Some Board members felt the revised policy is too restrictive and prevents full engagement by the Board with regards to attending conferences. They also took issue with not being invited to attend NOSDA delegations and asked the Chair to ask NOSDA to allow members to attend delegations, even if they are not allowed to speak.

THAT the District of Nipissing Social Services Administration Board approve the changes to the Travel, Meal, and Hospitality Policy as presented, and amended so that it does not restrict attendees to conferences such as AMO, ROMA, FONOM and NOSDA.

**7.9 DNSSAB and NDHC Meeting Calendar, CORP-2023-039**

THAT the Board approve the proposed meeting calendar for 2024.

**8. Managers' Reports**

**8.1 Land Acknowledgement, PS-2023-008**

Members thanked the ad hoc committee for their work done on this, and indicated they look forward to seeing the Board move forward on Truth and Reconciliation.

**Resolution #: 2023-86**

Moved by: Ethel LaValley

Seconded by: Lana Mitchell

That the board adopt the recommended Land Acknowledgement statement for use organization wide and approves the continued work of the ad hoc committee to recommend action for DNSSAB toward Truth and Reconciliation.

**CARRIED**

**8.2 Mackay Homes Tax Relief and Building Permit Fee Rebate, NDHC-2023-025**

Peter Chirico declared a conflict on this item. (Items sending letters to city re Mackay Homes.; 2 items)

Peter Chirico left the meeting due to a conflict with this item.

**Resolution #: 2023-87**

Moved by: Justine Mallah  
Seconded by: Chris Mayne

THAT a written request by the Chairs of DNSSAB and NDHC be made to the Mayor and Council of the City of North Bay to consider providing a rebate for the permit fees for the Mackay Homes retrofit project.

**CARRIED**

**9. Move In Camera**

**Resolution #: 2023-88**

Moved by: Mélanie Chenier  
Seconded by: Dan O'Mara

THAT the DNSSAB Board move in-camera at 3:03 PM to discuss matters of negotiation, personnel matters, and personal matters of an identifiable individual.

**CARRIED**

**9.1 Item #1**

**9.2 Item #2, CORP-2023-041**

**9.3 Item #3, Paramedic Services-2023-011**

**9.4 Item #4**

**9.5 Item #5**

**9.6 Item #6, CORP-2023-040**

**10. Adjourn In Camera**

**Resolution #: 2023-89**

Moved by: Amanda Smith  
Seconded by: Mélanie Chenier

That the Board approve the action/direction discussed in-camera.



**CARRIED**

**11. Other / New Business**

There was no new business.

**12. Next Meeting Date**

**13. Adjournment**

**Resolution #: 2023-90**

Moved by: Justine Mallah

Seconded by: Dan O'Mara

THAT the DNSSAB Board Meeting be adjourned at 4:24 PM.

**CARRIED**

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MARK KING

CHAIR OF THE BOARD

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CATHERINE MATHESON

SECRETARY OF THE BOARD



## BOARD REPORT #HS-2023-042

☒ FOR INFORMATION

or

☐ FOR APPROVAL

**Date:** November 22, 2023

**Purpose:** 2022 Annual Report Implementation Update: A Place to Call Home:  
Nipissing's 10-Year Housing & Homelessness Plan

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Acting Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities

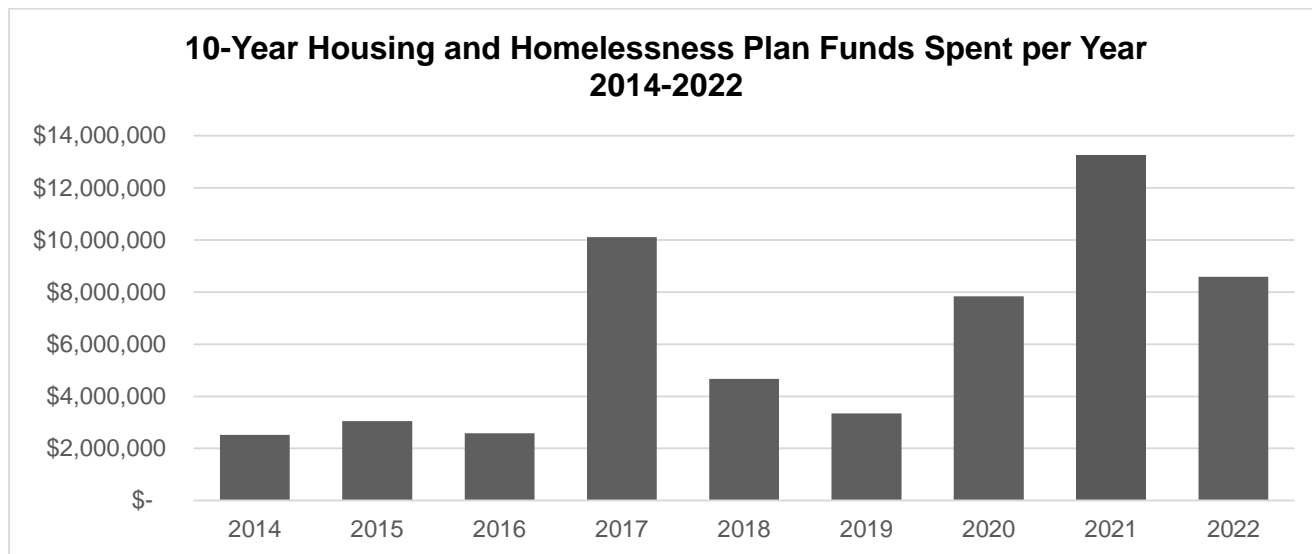
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|--|--|--|--|
| <input checked="" type="checkbox"/> <b>Maximize<br/>Impact</b> | <input checked="" type="checkbox"/> <b>Remove<br/>Barriers</b> | <input checked="" type="checkbox"/> <b>Seamless<br/>Access</b> | <input type="checkbox"/> <b>Learn &amp;<br/>Grow</b> |
|--|--|--|--|

### BACKGROUND

- The Housing and Homelessness Plan provides a strong framework for guiding the District of Nipissing Social Services Administration Board's (DNSSAB) housing policy, planning, and investments over 10 years. It sets out objectives and a number of strategies, actions, and targets to consider for achieving those objectives. The plan has six strategic objectives, 36 strategies, and 116 action items and targets.
- In 2019, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing (MMAH) (Resolution No. HS24-19). The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on the consultation with community stakeholders and a review of current and future operations.
- The Nipissing District 10-Year Housing and Homelessness Plan was developed in accordance with provincial housing legislation under the *Housing Services Act, 2011*, was endorsed by eight of the District's 11 municipalities and approved by the Board in December 2013 (Resolution No. 2013-210). As per our obligations under the *Housing Services Act*, the Board is required to report to the MMAH and the public annually on

the progress made on the Housing and Homelessness Plan. This is the progress update for 2022, which marks the ninth year of plan implementation.

- The 2022 Annual Report attached, provides details on the implementation plan and the measures taken to meet the objectives of the Housing and Homelessness Plan during the 2022 calendar year. The impact of the pandemic continued to be felt in the rental and homeownership markets and was observed through the increased demand for homelessness services. These associated pressures on the housing market required the DNSSAB to be dynamic in its delivery and funding of housing and homelessness programs, services, and supports.
- In 2022, the DNSSAB invested \$8,580,085 in the plan's strategies to prevent homelessness, improve housing stability, increase housing affordability and options along the housing continuum, to sustain and expand the housing portfolio as well as bring awareness, provide education, information, and best practices to those involved. As per Figure 1, 2022 marks the third largest annual investment in the plan. Key funding sources in 2022 include the Social Services Relief Fund (Phase 5), the previous Community Homelessness Prevention Initiative (CHPI) and the current Homelessness Prevention Program (HPP), Reaching Home, the Canada-Ontario Community Housing Initiative (COCHI), and the Ontario Priorities Housing Initiative (OPHI).



**Figure 1.0** – 10-Year Housing and Homelessness Plan Funds Spend per year 2014-2022.

- Most of the plan's activity and project work in 2022 was carried out in the areas of homelessness prevention, shelters, and diversion and leadership, integration, coordination, and advocacy. As per Figure 2, implementation work is still required for some plan objectives, however, most are now fully implemented or close to fully implemented. The current state of the housing market paired with a high demand for affordable housing options requires specific focus on increasing housing affordability and

options along the housing continuum objectives. To date, 52.3% of the plan's actions have been met, 42.2% have made progress, and 5.5% require progress to be made.

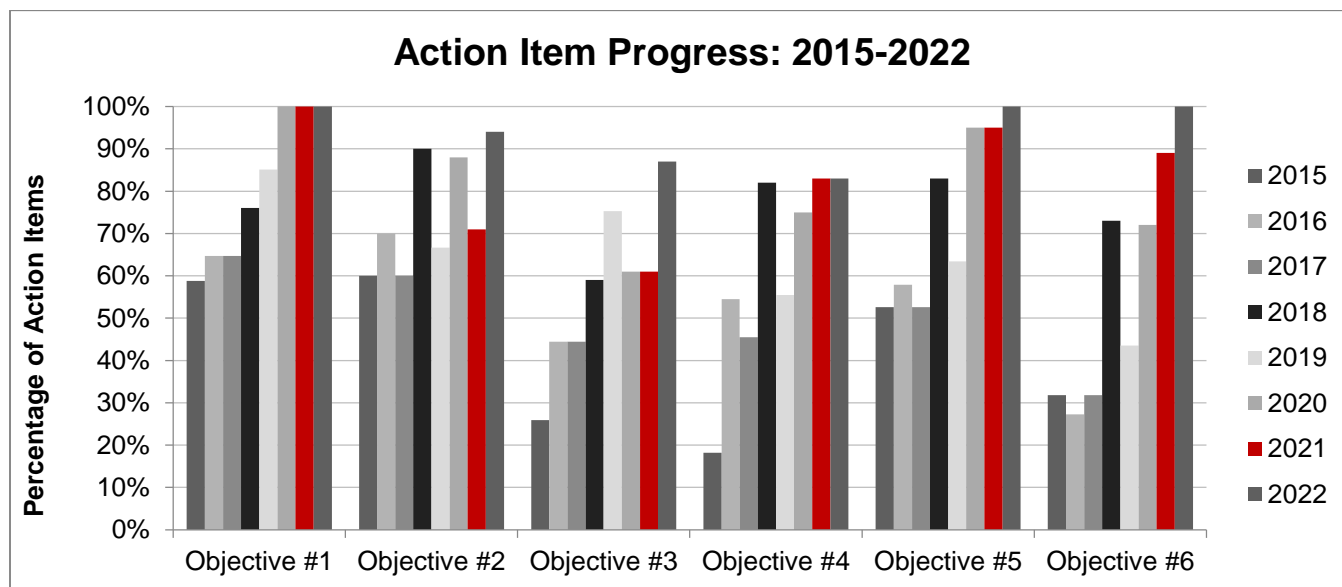


Figure 2.0 – Action Item Progress: 2015 to 2022.

- In 2022, the DNSSAB made progress across all six of the plan's objectives. Notable actions taken in 2022 include the following:
  - The implementation of HIFIS 4.0 and use by Coordinated Access Nipissing members.
  - Continued collaborations through the Coordinated Access Nipissing team to house and support the most vulnerable individuals in the District.
  - Continued to deliver and expand the Community Paramedicine Program.
  - 82 additional rental subsidies were provided to eligible recipients.
  - Ongoing construction of Northern Pines Phases 2 and 3, will result in the creation of 44 transitional and supportive housing units.
  - Reached full occupancy of Northern Pines Phase 1.
  - Approved the implementation of a new integrated housing system for social housing management and the centralized waiting list services.
  - Funding was provided to support the acquisition and rehabilitation of Mackay Homes through the Nipissing District Housing Corporation.
  - Created and implemented a Homelessness Action Plan.

## FINANCIAL AND RISK CONSIDERATIONS

The 10-Year Housing and Homelessness Plan was developed through community consultations, therefore, by aligning investment decisions and ensuring resources are allocated to programs and services targeted to the strategic objectives identified in the Plan, the needs of the most vulnerable residents in the District of Nipissing are effectively addressed.

## **OPTIONS AND/OR RECOMMENDATIONS**

N/A

## **NEXT STEPS**

2023 represents the final year of the Plan's implementation. Efforts will continue to implement all aspects of the Plan.

## **RESOURCES CITED**

N/A

## **AUTHOR:**

Stacey Cyopeck, Director of Housing Services

# A Place to Call Home

## Nipissing District

## 10 Year Housing and Homelessness Plan

2014-2024



# 2022 Annual Report Implementation Update

## 1.0 Background

The Nipissing District 10-Year Housing and Homelessness Plan was developed in accordance with the provincial *Housing Services Act* (2011), which required Ontario's 47 Service Managers to develop housing and homelessness plans for their service areas. In the Nipissing District, the plan was endorsed by 8 of the 11 municipalities and was approved by the District of Nipissing Social Services Administration Board (DNSSAB) in December 2013 (Resolution No. 2013-210). To ensure plan implementation, annual progress updates are prepared as required by the Ministry of Municipal Affairs and Housing (MMAH) and approved by the DNSSAB. This is the progress update for 2022, marking the eighth year of the plan's implementation.

In 2019, the 5-Year Review of the 10-Year Housing and Homelessness Plan was prepared and approved by the Board of Directors of the DNSSAB and the Ministry of Municipal Affairs and Housing. The 5-Year Review included an updated demographic and housing needs background report and an amended list of strategic objectives based on consultation with community stakeholders and a review of current and future operations.

## 2.0 Recap: The Plan Format

The local 10-Year Housing and Homelessness Plan provides a strong framework for guiding DNSSAB's housing policy, planning and investment decisions over the duration of the 10-year term. The plan facilitates this by establishing clear objectives and a number of housing and homelessness strategies, actions and targets to consider for achieving the objectives. As a living document however, the plan is also subject to change in concert with the current operating environment, resources, housing and homelessness outcomes, and unforeseen and/or random events.

It should also be noted that the implementation of many of the strategies in the 10-Year Housing and Homelessness Plan require partnerships and the involvement of other agencies, service providers, etc. Additionally, the plan's strategies range in complexity and resource requirements, from relatively simple strategies that can be carried out in the first couple of years with few resources, to complex ones that will take much longer and require extensive resources.



Figure 1.0 – Breakdown of 10 Year Plan Actions

As per the 10-Year Plan, the DNSSAB's housing and homelessness objectives for the next 10 years – or until otherwise changes – are to improve housing stability and prevent homelessness in the Nipissing District. Continuing to provide more affordable housing options along the housing continuum, and sustaining and expanding the current housing portfolio, are also areas of focus for the Board. Furthermore, to fulfill the plan's objectives, the Board will also need to raise awareness and public education, while taking a leadership role and working closely with community partners.

Specifically, the above can be broken down into the following six, overarching housing and homelessness strategic objectives:

1. Homelessness Prevention, Shelters and Diversion
2. Improving Housing Stability
3. Increasing Housing Affordability and Options along the Housing Continuum
4. Sustaining and Expanding the Housing Portfolio
5. Leadership, Integration, Coordination and Advocacy
6. Awareness, Education, Information and Best Practices



For each of the above strategic objectives, there are four to seven strategies that require implementation in order to fulfill that objective. In total, the local 10 Year Plan is defined by 34 housing and homelessness strategies.

To continue, each strategy is associated with specific action items. The 10-Year Housing and Homelessness Plan includes 109 action items and respective targets for implementing the strategies.

From a geographical perspective, most of the plan's action items and targets are spread out across the various housing and homelessness strategies and are applicable to all of the municipalities and areas in the Nipissing District. The exceptions are those associated with the strategies for sustaining and expanding the housing portfolio, as these are limited to the areas with social housing (North Bay, Mattawa, West Nipissing and Temagami). Additionally, some of the housing and homelessness activities and targets are specific to the District's urban centres while others are specific to the rural municipalities and areas.

### 3.0 Implementation and Progress in 2022

#### 3.1 Implementation and Progress Summary

Implementing the 10-Year Housing and Homelessness Plan during its ninth year (2022) continued to require aligning provincial and federal funding with a continued focus on strengthening and expanding relationships with community partners and stakeholders. Funding that was instrumental to achieving the targets of the plan in 2022 included: Reaching Home, Homelessness Prevention Program (HPP), Canada-Ontario Housing Benefit (COHB), Canada Ontario Community Housing Initiative (COCHI), Ontario Priorities Housing Initiative (OPHI), and municipally funded rental subsidies.

As of 2022, 103 of the 109 (94.5%) action items have been achieved or experienced progress towards their intended target.

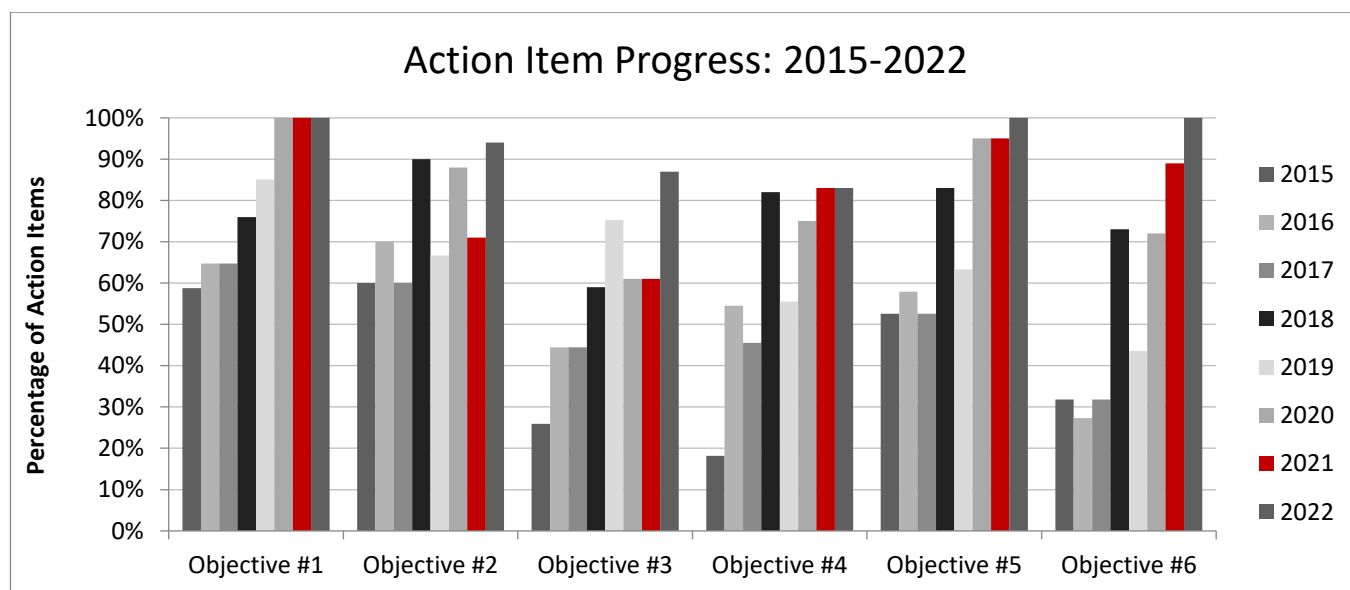


Figure 2.0 – Action Item Progress: 2015 to 2022.

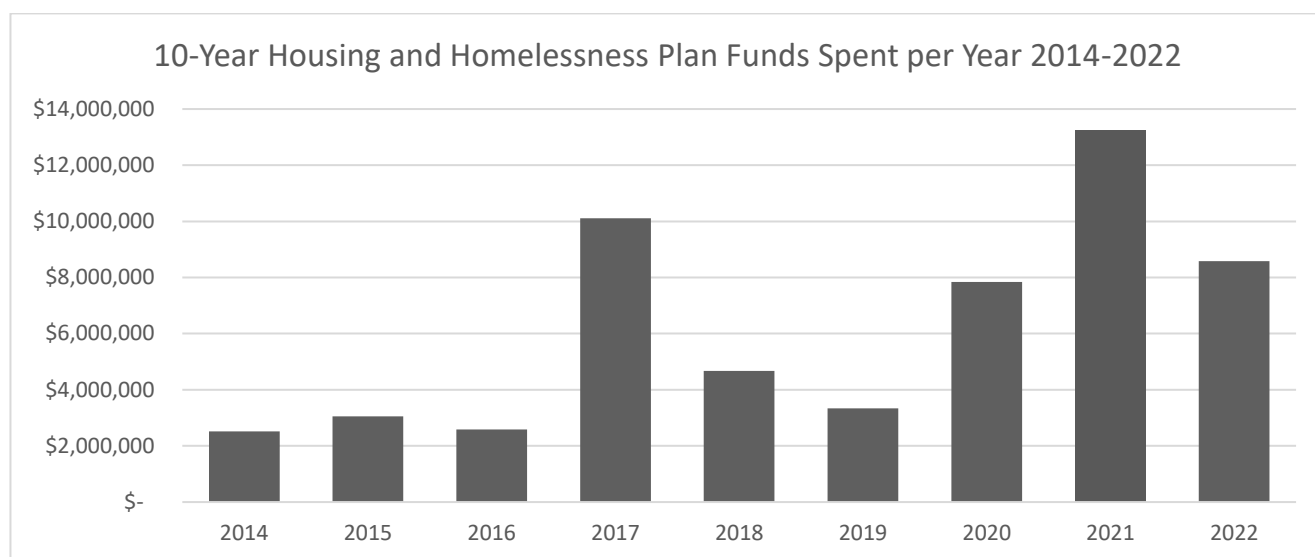


Figure 3.0 – 10-Year Housing and Homelessness Plan Funds Spend per year 2014-2022.

| Objective  | Funding Amount     | Funding Source  |
|--|--------------------|---|
| Homelessness Prevention, Shelters and Diversion                      | \$2,691,054        | Community Homelessness Prevention Initiative (CHPI)<br>Social Services Relief Fund (SSRF)<br>Homelessness Prevention Program (HPP)<br>Reaching Home<br>Healthy Communities Fund (HCF)   |
| Improving Housing Stability  | \$3,067,149        | Community Homelessness Prevention Initiative (CHPI)<br>Homelessness Prevention Program (HPP)<br>Reaching Home<br>Ontario Priorities Housing Initiative (OPHI)<br>Paramedicine   |
| Increasing Housing Affordability Options along the Housing Continuum | \$1,503,312        | Community Homelessness Prevention Initiative (CHPI)<br>Homelessness Prevention Program (HPP)<br>Ontario Priorities Housing Initiative (OPHI)<br>Commercial Rent Supplement (CRS)<br>Portable Housing Benefit (PHB)<br>Canada-Ontario Housing Benefit (COHB)<br>Social Infrastructure Fund (SIF)<br>Municipal Levy |
| Sustaining and Expanding the Housing Portfolio                       | \$1,312,570        | Community Homelessness Prevention Initiative (CHPI)<br>Homelessness Prevention Program (HPP)<br>Ontario Priorities Housing Initiative (OPHI)<br>Canada Ontario Community Housing Initiative (COCHI)<br>Commercial Rent Supplement (CRS)   |
| Leadership, Integration, Coordination and Advocacy                   | N/A                | N/A   |
| Awareness, Education, Information and Best Practices                 | \$6,000            | Social Services Relief Fund (SSRF)  |
| <b>Total</b>   | <b>\$8,580,085</b> |   |

Table 1.0 – 2022 Plan Funding by Objective, Amount and Source

## Strategic Objective #1: Homelessness Prevention, Shelters and Diversion

**Strategy 1:** Improve the homelessness prevention and shelter diversion system that will assist citizens in finding appropriate and sustainable housing in the shortest amount of time.

| Section | Actions   | Overall Outcomes   | Measures   | Targets  | Action taken in 2022  | Outcomes in 2022  | Funding  |
|---------|---|--|--|--|---|---|--|
| 1.1.1   | Ensure sustainable funding for core homelessness services using funds from existing sources where available, and where necessary, identify new sources.         | Annualized funding for core services.  | Amount of funding for core homelessness services.  | Yearly funding increased to core homelessness services.  | <p>The Evergreen Contract for shelter services with the Crisis Centre North Bay was implemented.</p> <p>Healthy Communities Fund continued to provide funding for housing and homelessness related services.</p>          | <p>The Crisis Centre North Bay was able to provide emergency shelter and overflow services to adults and youth at risk of or experiencing homelessness.</p> <p>Fund continued to support 5 local agencies to deliver a total of 11 housing and homelessness related programs.</p> <p><b>Progress has been made.</b></p>   | <p>CHPI/HPP \$606,390.69<br/>Reaching Home \$308,801</p> <p>HCF \$300,000</p>  |
| 1.1.2   | Establish a mobile housing help service for individuals/families who are homeless or at-risk of losing their housing.   | People at risk are housed.   | Staff available to assist individuals/families who are homeless or at-risk of homelessness.                            | Full-time staff available to assist individuals/families who are homeless or at-risk of homelessness.                      | Continued to provide funding for the Community Mobile Housing Support Program at the Crisis Centre North Bay.   | <p>CCNB Community Mobile Housing Support workers continued to provide outreach assistance to those experiencing or at-risk of homelessness.</p> <p><b>Progress has been made.</b></p>   | CHPI/HPP \$172,000   |
| 1.1.3   | Provide resources to shelters and service providers to enable the provision of comprehensive services and to work with clients in order to coordinate services. | Individuals in shelters/ service providers are aware of, and can access, the services they need. | Number of resources for shelters and service providers to provide clients with comprehensive and coordinated services. | An increase in the number of resources for shelters and service providers offering comprehensive and coordinated services. | <p>Continued funding for Emergency Shelter and Overflow services through CCNB.</p> <p>Funded staffing positions for the Four Elms emergency shelter at CCNB.</p> <p>Funded Warming Centre and Cold Weather resources.</p> | <p>Individuals/families who could not stay at local emergency shelters were placed in hotel/motel accommodations.</p> <p>CCNB was able to provide additional staff to assist with the needs of clients.</p> <p>The Gathering Place provided daytime supports from January 1 to April 30, 2022, for individuals living unsheltered.</p> <p><b>Target has been met.</b></p> | <p>SSRF Phase 4/5 \$798,636.43<br/>CHPI \$100,000</p> <p>Reaching Home \$64,422</p> <p>Reaching Home \$152,000<br/>CHPI SSRF P5, HPP \$128,000</p> |
| 1.1.4   | Ensure that there is a wide range of supports and   | Individuals fleeing violence receive   | Types of supports and services   | Numerous supports and services are   | Continued to provide women and children who   | Women and children fleeing violence received priority status on the   | N/A  |

| Section | Actions   | Overall Outcomes   | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding  |
|---------|---|--|---|--|--|--|--|
|         | services to meet the needs of women and children fleeing violence.  | appropriate supports.  | available to meet the needs of women and children fleeing violence.   | available to meet the needs of women and children fleeing violence.  | are fleeing violence, with priority status on the centralized waiting list.<br><br>Assisted households with applications for Portable Housing Benefit and the Canada Ontario Housing Benefit (COHB). | centralized waiting list for when applicable resources became available.<br><br>Households were able to complete applications for Portable Housing Benefits and COHB successfully.<br><br><b>Target has been met.</b>  |  |
| 1.1.5   | Ensure service providers' hours of operation allow individuals and families who are at-risk of homelessness and work during the day to access services and support programs.  | Individuals who work can access support services and programs.   | Hours of operation for housing and homelessness services and programs to assist at-risk households who work during the day. | Housing and homelessness services and programs are available after hours to assist at-risk households who work during the day. | Funded CCNB's Shelter Supports Rehousing program.<br><br>Funded CCNB's Futures Supporting Youth in Transitional Housing program.   | 2 full-time overflow employees were able to work directly with clients experiencing homelessness to ensure they had a safe and secure place to stay.<br><br>Staff worked closely with youth clients to develop their life skills in preparation for social reintegration.<br><br><b>Target has been met.</b> | Reaching Home \$124,092<br><br>Reaching Home \$184,709 |
| 1.1.6   | Wide range of bilingual services for women who are victims of domestic violence and who are accessing services outside of transition shelters; for example, the legal system. | Francophone women fleeing violence receive appropriate supports. | Number of services offered in French and English available to women who are victims of domestic violence.                   | Numerous bilingual services and supports are available for women who are victims of domestic violence.                         | All services funded through Provincial and/or Federal initiatives are required to be offered in both French and English.   | Information regarding VAW shelters and other services and supports for women who are victims of domestic violence is available in both French and English.<br><br><b>Target has been met.</b>  | N/A  |

**Strategy 2:** Develop a "Coordinated Access" approach to addressing homelessness in Nipissing District.

| Section | Actions   | Overall Outcomes  | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding |
|---------|---|---|--|---|--|---|---------|
| 1.2.1   | Develop a sub-committee from the Nipissing District Homelessness and Housing Partnership (NDHHP). | Community agencies are working together to achieve a Coordinated Access System. | Terms of reference to guide the Coordinated Access sub-committee of the NDHHP. | Regular meetings of the Coordinated Access sub-committee. | Terms of reference drafts were developed, preceding the call for members of the CAN Executive Committee.<br><br>The HIFIS 4.0 Implementation committee was | The foundation for the building of the Coordinated Access Nipissing Executive committee was developed.<br><br><b>Target has been met.</b> | N/A     |

|       |   |  |   |  |   |  |                        |
|-------|---|--|---|--|---|--|------------------------|
|       |   |  |   |  | amended and a new CAN Executive committee will be formed.   |  |                        |
| 1.2.2 | Work within a Coordinated Access System to provide housing and homelessness supports and services to repetitive homeless, youth, VDV, Indigenous and other priority populations.  | Coordinated support services are available for the repetitive homeless, youth, VDV, Indigenous and other priority populations. | Coordinated services are available to support the repetitive homeless, youth, VDV, Indigenous and other priority populations. | A coordinated inter-service case management process is in place to support the repetitive homeless, youth, VDV, Indigenous and other priority populations. | Discussions with the community partners surrounding best practices for Coordinated Access processes were had.<br><br>Community partner agencies include CCNB, LIPI, ACNBA, NBIFC, DNSSAB-HPN, The Salvation Army, The Gathering Place, NFN True Self, CMHA-NBD, and the Legion Services Bureau. | Community partner interaction with the new Coordinated Access Nipissing system fully implemented as of March 31, 2022.<br><br><b>Target has been met.</b>                | Reaching Home \$52,003 |
| 1.2.3 | Work with community partners to ensure that a Coordinated Access approach includes the involvement of service providers who support homeless and at-risk of homeless individuals with securing and maintaining housing. | Clients are supported in a coordinated environment with the services they require to secure and maintain housing.              | Number of community partners operating within the District's Coordinated Access System.                                       | Wide range of service providers are working within a Coordinated Access approach to support homeless and at-risk of homeless individuals.                  | Worked with the community partners to develop the District's first By-Name List from the District-wide Point-in-Time count of homelessness – a first step in the Coordinated Access Nipissing process.  | Developed and implemented the District's first operational By-Name List registry of homeless and at-risk of homelessness individuals.<br><br><b>Target has been met.</b> | N/A                    |

**Strategy 3:** Establish an Emergency Homelessness and Housing Response Team.

| Section | Actions   | Overall Outcomes  | Measures   | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding                                       |
|---------|---|---|--|--|--|--|---|
| 1.3.1   | Create a group that will respond to emergency housing-loss situations. For example, housing ordered closed or other non-natural events that result in people losing their homes.        | People are housed immediately upon losing their housing.  | The response to emergency housing loss situations.                       | A group of housing organizations works together to assist individuals and families in emergency housing loss situations. | The Crisis Management Response Team continues to collaborate with community partners to assist community members in need.<br><br>LIPI Community Response<br><br>Coordinated Access Nipissing (CAN) Team – Front line workers | Funding to respond to community emergency situations across the District<br><br>CAN Team meets every Tuesday for Action-Based Case Conference prioritized households on the BNL.<br><br><b>Target has been met.</b>  | N/A<br><br>HPP<br>\$20,000                    |
| 1.3.2   | Advocate for funding to provide program dollars to organizations who respond to crisis housing situations so those organizations can continue to offer services during operating hours. | Organizations who respond to crisis housing loss situations are able to respond quickly and effectively, while still maintaining their core services. | Funding for organizations who respond to crisis housing loss situations. | An increase in funding is allocated to organizations that respond to crisis housing loss situations.                     | 'Shelter Supports Rehousing' (CCNB), 'Supporting Youth in Transitional Housing' (CCNB), 'Shelter Diversion for At-Risk Youth' (CCNB), and Emergency Community Response (LIPI).   | 2 full-time emergency overflow positions work closely with individuals/families who could not stay at other emergency accommodations. Staff at Futures Transitional house were able to work with youth clients to support their life-skills development in preparation for community reintegration.<br><br><b>Target has been met.</b> | Reaching Home<br>\$674,057<br>HPP<br>\$20,000 |

**Strategy 4:** Find a solution to meeting the chronic requirements of individuals who are homeless, in both urban and rural settings.

| Section | Actions  | Overall Outcomes                                   | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding                      |
|---------|--|--|---|--|--|--|------------------------------|
| 1.4.1   | Investigate the development of a new shelter that would provide 24/7 programs to help youth stay off the | Youth are offered programs and supports they need. | Number of shelter beds that provide 24/7 programs to help youth | An increase in shelter beds to provide 24/7 programs to help youth | Continued to provide funding to the CCNB's Futures Supporting Youth in Transitional Housing program to | Each month, the residents at CCNB Future's Youth Residence were assisted and supported to reach their goals. | Funding previously reported. |

|       |   |  |   |  |   |  |   |
|-------|---|--|---|--|---|--|---|
|       | streets and address the cause of their homelessness.  |  | stay off the streets and address the cause of their homelessness.                     | staff off the streets and address the cause of their homelessness.                     | assist youth with additional emotional and social supports to assist youth with reaching their goals. | <b>Target has been met.</b>  |   |
| 1.4.2 | Create additional shelter beds for males.   | Shelter beds are available for males.  | Number of shelter beds for males.   | An increase in the number of shelter beds for males.                                   | Northern Pines Phase 3 was approved.  | 24 stage 1 transitional housing units will become available for adults experiencing homelessness, including eligible male applicants.<br><br><b>Target has been met.</b> | Funding was reported in 2021.                       |
| 1.4.3 | Create additional shelter spaces for citizens who are not experiencing abuse.                   | Shelter spaces are available for citizens who are homeless and not experiencing abuse. | Number of shelter beds for citizens who are not experiencing abuse.                   | An increase in the number of shelter beds for citizens who are not experiencing abuse. | Northern Pines Phase 3 was approved.  | 24 stage 1 transitional housing units will become available to eligible applicants.<br><br><b>Target has been met.</b>   | Funding previously reported.                        |
| 1.4.4 | Investigate options to increase funding to meet housing, transportation and daily living needs. | People have funding to access appropriate housing.                                     | Funding for programs and services for housing, transportation and daily living needs. | An increase in funding to meet housing, transportation and daily living needs.         | Continued to provide funding to housing service and support providers                                 | Service providers were able to operate safely while ensuring clients received adequate care.<br><br><b>Target has been met.</b>  | Reaching Home \$107,000<br>SSRF Phase 4, 5 \$212500 |

**Strategy 5:** Community partners and agencies advocate for those who are at-risk of becoming homeless and those who are homeless.

| Section | Actions   | Overall Outcomes  | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding                |
|---------|---|---|--|---|--|---|------------------------|
| 1.5.1   | Community agencies advocate for homeless/ at-risk of homelessness individuals and/or families in the District, including the need for accessible and supportive/ supported housing. | The needs of homeless and at-risk of homelessness individuals and families are known in the District. | Service agreements state that community agencies must agree to be advocates for homeless and at-risk of homelessness individuals and families. | All new homelessness related service agreements signed with the DNSSAB ensure that community agencies are advocates for individuals/families who are homeless or at-risk of homelessness. | The DNSSAB and participating Coordinated Access Nipissing agencies worked collaboratively to build the District's first operational By-Name List and the subsequent base of a new coordinated access service system. | The progress made towards a District-wide coordinated access service system will allow for data regarding client needs to be collected more efficiently and used to advocate for the resources necessary to end homelessness.<br><br><b>Progress has been made.</b> | Reaching Home \$52,003 |
| 1.5.2   | Homelessness support providers and housing support agencies develop   | Improved partnerships between homelessness support  | Linkages between housing/ homelessness support   | Partnerships are developed between housing/homelessness support providers and   | Canadian Mental Health Association – North Bay and District was  | Clients of Coordinated Access Nipissing will have access to mental health and addiction   | N/A                    |

|       |  |   |  |  |  |  |     |
|-------|--|---|--|--|--|--|-----|
|       | linkages with mental health agencies.                                  | providers, mental health agencies and housing support agencies.             | providers and mental health agencies.                          | mental health agencies.  | signed as a Secondary partner in the Coordinated Access Nipissing team.  | supports through CMHA-NBD.<br><br><b>Progress has been made.</b>   |     |
| 1.5.3 | Homelessness support providers develop linkages with landlords.        | Improved partnerships between homelessness support providers and landlords. | Linkages between homelessness support providers and landlords. | Partnerships are developed between homelessness support providers and landlords. | Discussions surrounding connections with landlords were had at tables in which the community partners participated.  | Decisions to reach out to landlords and better the connections were made to provide more housing options to those in need.<br><br><b>Progress has been made.</b> | N/A |
| 1.5.4 | Homelessness providers develop linkages with housing support agencies. | Improved partnerships between homelessness support providers and landlords. | Linkages between homelessness support providers and landlords. | Partnerships are developed between homelessness support providers and landlords. | DNSSAB Housing continues to attend NDHHP meetings and work closely with housing and homelessness support agencies.<br><br>The Homelessness Prevention Navigators continue to attend HUB meetings on a weekly basis. The CAN Team meets weekly to action base case conference prioritized households from BNL | Partnerships continue to develop between homelessness service and support agencies across the District.<br><br><b>Target has been met.</b>                       | N/A |



## Strategic Objective #2: Improving Housing Stability

### Strategy 1: Develop a Housing Eviction Prevention program.

| Section | Actions  | Overall Outcomes   | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding                      |
|---------|--|--|--|---|--|---|------------------------------|
| 2.1.1   | Create a Housing Eviction Prevention program.  | Tenants remain housed.   | Number of households evicted.                          | Decrease in the number of households evicted.                         | The DNSSAB Homelessness Prevention Navigators and LIPI continued to administer HPP benefits to prevent eligible applicants from being evicted. | Eligible applicants were able to maintain their accommodations with the financial assistance provided by the DNSSAB and LIPI.<br><br><b>Progress has been made.</b> | HPP<br>\$680,379             |
| 2.1.2   | Create linkages to housing support services and programs, and crisis management for landlords.   | Fewer tenants are evicted because they receive appropriate supports. | Number of households diverted from eviction.           | Increase the number of households diverted from eviction.             | Continued to fund the Community Mobile Housing Support Services through CCNB.  | Assisted households with housing services that help clients to secure housing.<br><br><b>Target has been met.</b>   | HPP<br>\$176,000             |
| 2.1.3   | Support housing eviction programs and services that provide education and awareness to individuals and households on the importance of being good tenants. | Tenants are educated on their roles and responsibilities as tenants. | Funding for eviction prevention programs and services. | An increase in funding for eviction prevention programs and services. | Continued to provide funding to community agencies providing education and training to tenants   | <b>Progress has been made.</b>  | Funding previously reported. |

### Strategy 2: Community housing workers are available to provide advocacy and support services to tenants and/or homeowners.

| Section | Actions  | Overall Outcomes                                 | Measures                                      | Targets   | Action taken in 2022  | Outcomes in 2022            | Funding   |
|---------|--|--|---|---|---|-----------------------------|---|
| 2.2.1   | Advocate for increased funding, supports and services for people to remain housed. | Tenants and homeowners have appropriate supports | Funding for services to prevent homelessness. | An increase in funding to prevent homelessness. | Continue to fund community programs providing prevention and diversion services | <b>Target has been met.</b> | Reaching Home<br>\$277,000<br>HPP/SSRF<br>\$425,000 |

|       |   |  |  |   |   |  |                  |
|-------|---|--|--|---|---|--|------------------|
|       |   | services to stay in their homes.                                     |  |   |   |  |                  |
| 2.2.2 | Establish a community development worker position to support tenants in social/ affordable housing. | Tenants in social/affordable housing receive the necessary supports. | Supports for tenants in social/affordable housing. | A variety of supports for tenants in social/affordable housing. | A full-time Tenant Retention Officer at the DNSSAB Housing Operations department (NDHC) continues to support tenants. | Tenants residing in DNSSAB-NDHC units are supported to retain their housing.<br><br><b>Progress has been made.</b> | OPHI<br>\$28,770 |

**Strategy 3:** Consistent and coordinated discharge planning from hospital, detox, addiction, mental health, and youth and adult correctional facilities.

| Section | Actions  | Overall Outcomes   | Measures  | Targets   | Action taken in 2022   | Outcomes in 2022   | Funding |
|---------|--|--|---|---|--|--|---------|
| 2.3.1   | Work with community partners to create discharge plans that include services and programs available in the District.             | Successful housing placement for individuals discharged from correctional facilities or hospitals.         | Number of individuals discharged to homelessness.                             | A decrease in the number of individuals discharged to homelessness.                           | The North Bay Jail and the North Bay Regional Health Centre are actively involved in the NDHHP and as tertiary partners within Coordinated Access Nipissing. | There has been an increase in dialogue between the North Bay Jail and the NBRHC with the housing and homelessness service providers.<br><br><b>Progress has been made.</b> | N/A     |
| 2.3.2   | Ensure that individuals discharged from institutions receive housing supports and services once they are housed in the District. | Individuals discharged from institutions are able to remain housed with appropriate services and supports. | Number of individuals discharged from institutions experiencing homelessness. | A decrease in chronic and episodic homelessness for individuals discharged from institutions. | The North Bay Jail and the North Bay Regional Health Centre are actively involved in the NDHHP and as tertiary partners within Coordinated Access Nipissing. | There has been an increase in dialogue between the North Bay Jail and the NBRHC with the housing and homelessness service providers.<br><br><b>Progress has been made.</b> | N/A     |

**Strategy 4:** Develop rural outreach and transportation services to support housing retention in rural communities.

| Section | Actions  | Overall Outcomes   | Measures  | Targets   | Action taken in 2022              | Outcomes in 2022                             | Funding |
|---------|--|--|---|---|-----------------------------------|--|---------|
| 2.4.1   | Advocate for the need for reliable transportation as a measure of housing stability and retention. | Government understands the transportation needs of rural/Northern communities. | Funding for rural/Northern communities to meet the transportation needs of residents. | Reliable transportation for rural citizens of Nipissing District. | N/A                               | N/A<br><br><b>Target requires progress.</b>  | N/A     |
| 2.4.2   | Create partnerships to assist individuals  | Individuals and/or families  | Services to assist rural  | A wide variety of services to                                     | Nipissing First Nations True Self | Individuals/families experiencing or at-risk | N/A     |

|  |  |  |  |   |   |   |  |
|--|--|--|--|---|---|---|--|
|  | and/or families to access the services they need to remain in housing; including grocery shopping, support services, etc. in communities where there is no or limited public transportation. | can remain in their own homes with supports. | individuals/families to remain housed. | assist rural individuals and families to remain housed. | Debwewendizwin program provides outreach supports in rural communities, including West Nipissing, Mattawa, and their surrounding areas assisting clients to obtain the services and supports they may need to get or stay housed. | of homelessness living in rural communities have access to services and supports required to get them housed.<br><br><b>Progress has been made.</b> |  |
|--|--|--|--|---|---|---|--|

#### Strategy 5: Improve senior citizen's ability to Age in Place.

| Section | Actions  | Overall Outcomes  | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022  | Funding |
|---------|--|---|---|--|--|---|---------|
| 2.5.1   | Community services funding for seniors to purchase medical equipment and complete accessibility renovations. | Seniors remain in their own homes with appropriate adaptive equipment.    | Funding for medical equipment and home renovations.                             | An increase in funding for medical equipment and home renovations.                     | Funding for accessibility renovations was available through the Ontario Renovates program.                     | No accessibility renovations were completed in 2022.<br><br><b>Target has been met.</b>                       | N/A     |
| 2.5.2   | Advocate for grants to maintain/retrofit homes for seniors.  | Seniors can access grants to retrofit or maintain housing.                | Funding for seniors to maintain and retrofit their homes.                       | An increase in funding for seniors to maintain and retrofit their homes.               | Continued to advocate for increased funding for the Ontario Renovates Program to reduce the program wait list. | N/A<br><br><b>Progress has been made.</b>   | N/A     |
| 2.5.3   | Increase supported housing to assist seniors to be able to remain in their own homes.                        | Senior citizens can remain in their own homes.                            | Number of supported housing services for seniors.                               | An increase in supported housing services to assist seniors with aging in place.       | Continued the Community Para-medicine Program.   | Seniors continued to receive support through the Para-medicine Program.<br><br><b>Progress has been made.</b> | N/A     |
| 2.5.4   | Increase supported/supportive housing options for seniors in South Algonquin.                                | Seniors receive the supports they need to remain in their home community. | Number of supported/supportive housing services for seniors in South Algonquin. | An increase in supported housing services to assist seniors in South Algonquin.        | Continued the Community Para-medicine Program.   | Seniors continued to receive support through the Para-medicine Program.<br><br><b>Progress has been made.</b> | N/A     |
| 2.5.5   | Advocate for ongoing management and support to maintain the housing of older adults living with              | Older adults with mental illness can remain in the community.             | Services and support to assist older adults with mental illness.                | An increase in services to support the housing retention of older adults living in the | Continued the Community Para-medicine Program, as well as the Mobile Nurse                                     | Seniors continued to receive support through the Para-medicine Program.<br><br><b>Progress has been made.</b> | N/A     |

| Section | Actions   | Overall Outcomes   | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding                      |
|---------|---|--|--|---|--|---|------------------------------|
|         | mental illness in the District.   |  |  | community with mental illness.  | Practitioner pilot.  |   |                              |
| 2.5.6   | Advocate and expand funding for health support services to support seniors in their home setting. | Adult patients receive health supports to remain in their own homes.                                     | Types of health services to support seniors in their home setting. | An increase in the number of health services to support seniors in their home setting.        | Continued the Community Para-medicine Program, as well as the Mobile Nurse Practitioner pilot. | High-Intensity Program (GCOP) - A Community Paramedic paired with a Registered Nurse who specializes in Geriatric Care has been funded for the previous 2 years and is approved until April 2023. This program focusses on complex high intensity clients often awaiting ALC beds, by addressing opportunities to facilitate and support them in their homes.<br><br><b>Progress has been made.</b> | Various \$1,480,000          |
| 2.5.7   | Investigate the use of para-medicine as an aid for referrals.                                     | Seniors receive information for health supports to remain in their own homes or be appropriately housed. | Referrals from para-medicine interactions.                         | An increase in the number of referrals from seniors who interact with para-medicine services. | Continued the Community Para-medicine Program.   | Seniors continued to receive support through the Para-medicine Program.<br><br><b>Target has been met.</b>  | Funding previously reported. |

**Strategy 6:** Ensure that citizens have adequate, affordable and suitable housing.

| Section | Actions   | Overall Outcomes  | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022                          | Funding |
|---------|---|---|---|--|--|---|---------|
| 2.6.1   | Advocate for increased funding for home renovation/retrofit programs. | Homes in Nipissing District are in an adequate state of repair. | Number of Ontario Renovates funding recipients. | An increase in the number of Ontario Renovates funding recipients. | Continued to advocate for increased funding for the Ontario Renovates Program to reduce the program wait list. | N/A<br><br><b>Progress has been made.</b> | N/A     |

### Strategic Objective #3: Increasing Housing Affordability and Options Along the Housing Continuum

**Strategy 1:** Assist qualified homeowners to create secondary suites in their homes as a means of increasing the supply of affordable rental housing where permitted through official plans.

| Section | Actions   | Overall Outcomes   | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022   | Funding |
|---------|---|--|--|---|--|--|---------|
| 3.1.1   | Assist homeowner applicants with funding to create secondary suites, where appropriately permitted through municipal official plans and planning approvals. | The supply of affordable rental housing is increased.            | Number of households that have accessed secondary suite incentives.  | An increase in the number of households that access incentives that support the creation of legal secondary suites. | Continue to work with municipalities on the creation of additional dwelling units. | Some municipalities have created incentives to foster the creation of additional dwelling units.<br><br><b>Progress has been made.</b> | N/A     |
| 3.1.2   | Advocate for municipalities to create policies/documents to develop, monitor, measure and evaluate secondary suites.  | The supply of suitable and adequate rental housing is increased. | Number of municipal policies/documents relating to secondary suites. | An increase in municipal policies/documents relating to secondary suites.   | Continue to work with municipalities on the creation of additional dwelling units. | Some municipalities have created incentives to foster the creation of additional dwelling units.<br><br><b>Progress has been made.</b> | N/A     |

**Strategy 2:** Explore opportunities to expand rental subsidy programs.

| Section | Actions   | Overall Outcomes                                 | Measures                                   | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding  |
|---------|---|--|--|--|---|--|--|
| 3.2.1   | Advocate for increased funding for rent subsidy programs.                     | An increase in affordable rental housing.        | Number of rental subsidy recipients.       | An increase in the number of rental subsidy recipients.            | Increase of 2 Rent Supplements.<br><br>Increase of 7 PHB units.<br><br>Increase of 73 COHB units. | 82 additional rent subsidies were available to eligible recipients.<br><br><b>Target has been met.</b> | HPP<br>\$344,612<br><br>CRS<br>\$588,000<br><br>PHB<br>\$115,000<br><br>COHB<br>\$317,700<br><br>OPHI<br>\$30,000<br><br>SIF<br>\$78,000<br><br>HPP Bridging/<br>Rapid Rehousing Allowance<br>\$30,000 |
| 3.2.2   | Create additional rent subsidies to address the shortage of rental housing in | An increase in affordable housing options in the | Number of rent subsidies in municipalities | An increase in the number of rent subsidies in municipalities that | Over 32 Portable Housing Benefit offer letters were sent out to                                   | 7 new clients were added to the Portable Housing Benefit program in 2022.                              | See 3.2.1  |

|  |  |  |                         |                             |  |                                |  |
|--|--|--|-------------------------|-----------------------------|--|--------------------------------|--|
|  | municipalities without social housing. | district's rural municipalities and areas. | without social housing. | do not have social housing. | clients on the Rent Geared to Income waitlist across the District. | <b>Progress has been made.</b> |  |
|--|--|--|-------------------------|-----------------------------|--|--------------------------------|--|

**Strategy 3:** Aligning various funding sources with the Strategic Objectives of the 10-Year Housing and Homelessness Plan.

| Section | Actions   | Overall Outcomes                                   | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022  | Funding              |
|---------|---|--|---|---|---|---|----------------------|
| 3.3.1   | Maximize funding opportunities that align with the strategic objectives of this plan. | Funding is aligned with the strategic objectives.  | Progress made on strategic objectives of the plan.      | An increase in the amount of progress made to address the strategic objectives of the plan. | Funding decisions made by the DNSSAB are primarily driven by the strategic objectives set out in the 10-Year Housing and Homelessness Plan. | The overall investment in strategies related to the 10-Year Housing and Homelessness Plan in 2022 was \$8,580,085.<br><br><b>Target has been met.</b> | See Table 1.0 above. |
| 3.3.2   | Advocate for increasing the investment of the Affordable Housing Reserve Fund.        | The Affordable Housing Reserve fund will increase. | Amount of money in the Affordable Housing Reserve Fund. | An increase in the amount of money in the Affordable Housing Reserve Fund.                  | The Affordable Housing Reserve Fund continues to increase when possible.  | The balance of the Affordable Housing Reserve Fund as of December 31, 2022, is \$6,395,277.<br><br><b>Target has been met.</b>                        | N/A                  |

**Strategy 4:** Leverage resources in order to maximize affordable housing options along the continuum.

| Section | Actions   | Overall Outcomes  | Measures  | Targets   | Action taken in 2022   | Outcomes in 2022   | Funding           |
|---------|---|---|---|---|--|--|-------------------|
| 3.4.1   | Increase opportunities for affordable homeownership.  | Maximize homeownership opportunities for low-income families.   | Number of households assisted with homeownership.                               | An increase in the number of households assisted with homeownership.                              | The Homeownership Program was delivered by the DNSSAB in 2022. | 1 household was assisted with down-payment assistance in 2022.<br><br><b>Progress has been made.</b> | See OPHI funding. |
| 3.4.2   | Advocate for funding and legislation that addresses health hazards in the private market housing stock and ensures that households have access to housing that is acceptable, safe, and affordable. | Citizens are able to remain housed because their accommodations are acceptable, safe, and affordable. | Number of households homeless or at-risk of homelessness due to health hazards. | A decrease in the number of households homeless or at-risk of homelessness due to health hazards. | No progress was made in 2022.                                  | No progress was made in 2022.<br><br><b>Target requires progress.</b>                                | N/A               |

**Strategy 5:** Increase the supply of affordable rental housing.

| Section | Actions  | Overall Outcomes  | Measures   | Targets   | Action taken in 2022  | Outcomes in 2022  | Funding                      |
|---------|--|---|--|---|---|---|------------------------------|
| 3.5.1   | Advocate for increased funding for the creation of additional affordable housing units.  | Funding to create affordable housing.   | Amount of funding for affordable housing developments.   | An increase in the amount of funding for affordable housing units.  | Responded to the Ministry's Expression of Interest for affordable housing development.                          | Submission was unsuccessful.<br><br><b>Progress has been made.</b>  | N/A                          |
| 3.5.2   | Increase the supply of housing for singles.  | Singles can find affordable housing units.                                      | Number of affordable housing units for singles.  | An increase in the number of affordable housing units for singles.  | Ongoing construction of Northern Pines II, which has units available to eligible single-person households.      | 20 new supportive housing units have become available to eligible applicants, including single-person households.<br><br><b>Target has been met.</b>            | Funding previously reported. |
| 3.5.3   | Increase the supply of accessible housing, for singles other than senior citizens.   | Non-seniors can find accessible housing.  | Number of accessible housing units for non-seniors.  | An increase in the number of accessible housing units for non-seniors.  | Ongoing construction of Northern Pines Phase 2, which has units available to eligible single-person households. | 20 new supportive housing units have become available to eligible applicants, including non-senior single-person households.<br><br><b>Target has been met.</b> | Funding previously reported. |
| 3.5.4   | Address the need for more two-bedroom units for low-income individuals/ families and seniors.  | Two-bedroom rental supply is sufficient to meet demand.                         | Number of affordable two-bedroom units.  | An increase in the number of affordable two-bedroom units.  | Responded to the Ministry's Expression of Interest for affordable housing development.                          | Submission was unsuccessful.<br><br><b>Progress has been made.</b>  | N/A                          |
| 3.5.5   | Increase the supply of housing for senior citizens.  | Seniors can find affordable housing.  | Number of affordable housing units for seniors.  | An increase in the number of affordable housing units for seniors.  | NDHC acquired Mackay Homes seniors housing project in North Bay.  | 65 low-end market housing units for seniors. Units will become rent-geared-to-income as units become vacant.<br><br><b>Target has been met.</b>                 | N/A                          |
| 3.5.6   | Advocate for a first right of refusal to DNSSAB on all surplus government buildings and land, provided it is used for affordable housing purposes. | Surplus land and buildings can be re-purposed for affordable housing.           | Number of citizens housed in surplus government buildings and land.                            | An increase in the number of people housed in surplus government buildings and land.                              | Ensured that DNSSAB was listed in the agency contacts for surplus government buildings and land.                | Increased opportunities to generate more affordable housing.<br><br><b>Progress has been made.</b>  | N/A                          |
| 3.5.7   | Investigate the impact that building and zoning regulations have on the creation of affordable housing   | Municipal building and zoning regulations support the development of affordable | Number of collaboration opportunities with municipalities in Nipissing District to support the | An increase in the number of collaborations with municipalities in Nipissing District, to support the development | Began meeting monthly with the City of North Bay to discuss coordination between planning,                      | Enhanced coordination and collaboration between the City of North Bay and the DNSSAB regarding  | N/A                          |

| Section | Actions                       | Overall Outcomes                     | Measures                           | Targets                | Action taken in 2022                                     | Outcomes in 2022  | Funding |
|---------|-------------------------------|--------------------------------------|------------------------------------|------------------------|--|---|---------|
|         | supply in Nipissing District. | housing options along the Continuum. | development of affordable housing. | of affordable housing. | building services, and DNSSAB initiatives and interests. | housing and homelessness.<br><br><b>Progress has been made.</b> |         |

**Strategy 6:** Increase the supply of transitional/second-stage housing.

| Section | Actions   | Overall Outcomes   | Measures  | Targets  | Action taken in 2022  | Outcomes in 2022  | Funding                      |
|---------|---|--|---|--|---|---|------------------------------|
| 3.6.1   | Advocate for funding to increase the transitional housing supply.                   | Funding to create transitional housing.  | Number of transitional housing beds.  | An increase in the number of transitional housing beds.  | Advocated at the provincial and federal levels for operating funding to sustain the operations at Northern Pines. | No operating funding was provided in 2022, however, advocacy efforts continued in 2023.<br><br><b>Target has been met.</b>      | N/A                          |
| 3.6.2   | Increase transitional housing for victims of domestic violence outside North Bay.   | Transitional housing is available for victims of domestic violence, outside North Bay. | Number of transitional housing beds outside of North Bay, for victims of domestic violence. | An increase in the number of transitional housing beds outside of North Bay, for victims of domestic violence. | N/A   | N/A<br><b>Target requires progress.</b>   | N/A                          |
| 3.6.3   | Investigate the creation of youth transitional housing in Sturgeon Falls.           | Transitional housing for youth is available in Sturgeon Falls.                         | Number of transitional housing beds for youth in Sturgeon Falls.                            | An increase in the number of transitional housing beds for youth in Sturgeon Falls.                            | N/A   | N/A<br><b>Target requires progress.</b>   | N/A                          |
| 3.6.4   | Advocate for funding to create transitional housing for individuals with addiction. | Individuals with addiction are supported with transitional housing.                    | Number of transitional housing beds for individuals with addictions.                        | An increase in the number of transitional housing beds for individuals with addictions.                        | Ongoing construction of Northern Pines Phase 2 and 3, transitional and supportive housing units.                  | 44 new units will be available to eligible applicants, including those chronically homeless.<br><br><b>Target has been met.</b> | Funding previously reported. |

**Strategy 7:** Increase the supply of supported/supportive housing.

| Section | Actions  | Overall Outcomes                      | Measures                                      | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|--|---------------------------------------|---|--|---|--|---------|
| 3.7.1   | Advocate for funding for new and existing units to include support services. | Tenants receive appropriate supports. | Number of supported/supportive housing units. | An increase in the number of supported/supportive housing units. | Advocated at the provincial and federal levels for operating funding to sustain the operations at Northern Pines. | No operating funding was provided in 2022, however, advocacy efforts continued in 2023.<br><br><b>Target has been met.</b> | N/A     |



| Section | Actions   | Overall Outcomes   | Measures  | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding                      |
|---------|---|--|---|--|---|--|------------------------------|
| 3.7.2   | Advocate for funding to support the delivery of supports for seniors and persons with disabilities in new and existing units. | Adequate supports are available for the housing supply.                            | Number of supported social/affordable housing units for seniors.                                | An increase in the number of supported social/affordable housing units for seniors.                                | Funding of Housing Supports with the Brain Injury Association of North Bay and Area                               | <b>Progress has been made.</b>   | Reaching Home \$110,449      |
| 3.7.3   | Advocate for increased funding for housing with support services for individuals experiencing mental health and addictions.   | Individuals with mental health and addictions have housing with supports in place. | Number of housing with support units for individuals experiencing mental health and addictions. | An increase in the number of housing with support units for individuals experiencing mental health and addictions. | Advocated at the provincial and federal levels for operating funding to sustain the operations at Northern Pines. | No operating funding was provided in 2022, however, advocacy efforts continued in 2023.<br><br><b>Target has been met.</b> | N/A                          |
| 3.7.4   | Explore opportunities to increase the supply of congregate living and group homes.  | Increased supply of congregate living and group homes.                             | Number of congregate living and group home accommodations.                                      | An increase in the number of congregate living and group home accommodations.                                      | Ongoing construction of Northern Pines Phase 3, transitional congregate housing.                                  | 24 new congregate living units.<br><br><b>Target has been met.</b>   | Funding previously reported. |

## Strategic Objective #4: Sustaining and Expanding the Housing Portfolio

### Strategy 1: Renew and/or redevelop social housing assets.

| Section | Actions   | Overall Outcomes   | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022  | Funding                                 |
|---------|---|--|---|---|---|---|---|
| 4.1.1   | Ensure that housing providers are accessing Asset Management resources and tools for the development of Asset Management Plans. | A plan that will guide decisions regarding asset renewal/ redevelopment in the social housing portfolio. | Number of housing providers utilizing housing management resources and tools. | An increase in the number of providers utilizing housing management resources and tools.              | Approved the implementation of a new integrated housing system for social housing management and the centralized waiting list services. | Implementation will begin in 2023.<br><br><b>Progress has been made.</b>      | N/A                                     |
| 4.1.2   | Advocate for increased funding for social housing repairs and renovations.  | Social housing buildings are in an adequate state of repair.   | Funding for social housing repairs and renovations.                           | An increase in the amount of funding allocated to complete repairs and renovations to social housing. | Funding was provided to repair the newly acquired Mackay Homes project.   | 65 units will be repaired or renovated.<br><br><b>Progress has been made.</b> | COCHI<br>\$749,210<br>OPHI<br>\$393,360 |

### Strategy 2: Review the social housing portfolio.

| Section | Actions   | Overall Outcomes  | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022  | Funding |
|---------|---|---|---|---|---|---|---------|
| 4.2.1   | Ensure operational efficiencies throughout the social housing portfolio.  | Social housing providers are operating efficiently.   | Number of operational/ targeted reviews conducted.                | Operational/ targeted reviews are being conducted on a consistent basis.                          | Operational reviews were conducted at three (3) housing providers in 2022.  | The reports following the operational reviews were completed. They will be presented to the housing providers.<br><br><b>Target has been met.</b> | N/A     |
| 4.2.2   | Review applicable data to ensure that existing and future housing units match the demographic and socio-economic characteristics of the District. | Current and future social housing will match the demographic and socio-economic characteristics of the client population. | The location, size, type, and cost of residing in social housing. | A social housing portfolio that matches the demographic and socio-economic needs of the District. | Demographic information contained in the Centralized Waitlist for subsidized and market housing is regularly reviewed to better understand housing needs. | DNSSAB utilized evidence-based decision-making.<br><br><b>Progress has been made.</b>   | N/A     |

**Strategy 3: Maintain Nipissing's service level standards in social housing.**

| Section | Actions  | Overall Outcomes   | Measures                     | Targets  | Action taken in 2022   | Outcomes in 2022  | Funding         |
|---------|--|--|------------------------------|--|--|---|-----------------|
| 4.3.1   | Ensure consistent planning is occurring around the end of operating agreements to ensure service level standards are being met.                                  | Social housing providers are able to sustain their organization after operating agreements have expired. | End of operating agreements. | An increase in consistent planning around end-of-operating agreements.                       | Housing Administrators continued to engage with housing providers who are approaching the end of their agreements. | 3 housing providers reached the end of their agreements. Rent-geared-to-income units continue to be funded through rent supplements or ongoing operating subsidy.<br><br><b>Progress has been made.</b> | COCHI \$170,000 |
| 4.3.2   | Research and develop options for the maintenance of service level standards, after operating agreements with housing service providers end.                      | Service levels in social housing are maintained.   | Service level standards.     | An increase in the quality of service level standards after the end of operating agreements. | Each expiring housing provider project underwent an assessment to determine long-term viability.                   | Every unit that reached the end of its operating agreement in 2022 was sustained.<br><br><b>Progress has been made.</b>   | See 4.3.1.      |
| 4.3.3   | Research and develop options for the maintenance of service level standards and assist housing providers with financial plans after operating agreements expire. | A plan is in place to assist providers as their operating agreements end.                                | Financial plans.             | An increase in the quality of financial planning after operating agreements expire.          | Each expiring housing provider project underwent an assessment to determine long-term viability.                   | Every unit that reached the end of its operating agreement in 2022 was sustained.<br><br><b>Progress has been made.</b>   | See 4.3.1.      |
| 4.3.4   | Investigate changes to the current RGI system.   | More stable and predictable revenue for housing service providers.                                       | RGI funding.                 | An increase in funding for RGI housing service providers.                                    | MMAH released several regulatory changes to the Housing Services Act.  | DNSSAB has implemented or is working towards implementing all of the changes.<br><br><b>Target has been met.</b>  | N/A             |

**Strategy 4: Create opportunities to facilitate new housing projects.**

| Section | Actions   | Overall Outcomes   | Measures                    | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|---|--|-----------------------------|--|---|--|---------|
| 4.4.1   | Leverage opportunities, for the purpose of developing/ facilitating, owning and/or managing new housing projects. | A housing development corporation that facilitates the creation of new affordable housing opportunities. | Number of housing projects. | An increase in the number of housing projects. | The position of Manager of Project Development was created to leverage housing development opportunities. | Housing development opportunities were further explored and evaluated.<br><br><b>Progress has been made.</b> | N/A     |

|       |   |  |  |   |  |  |                              |
|-------|---|--|--|---|--|--|------------------------------|
| 4.4.2 | Investigate the creation of additional seniors housing in Temagami.                                 | The housing supply in Temagami meets the needs of senior citizens. | Number of seniors housing units in Temagami. | An increase in the number of seniors housing units in Temagami.   | No Progress in 2022.   | No Progress in 2022.<br><b>Target requires progress.</b>   | N/A                          |
| 4.4.3 | Investigate the creation of additional seniors housing in Mattawa.                                  | The housing supply in Mattawa meets the needs of senior citizens.  | Number of seniors housing units in Mattawa.  | An increase in the number of seniors housing units in Mattawa.  | No Progress in 2022.   | No Progress in 2022.<br><b>Target requires progress.</b>   | N/A                          |
| 4.4.4 | Investigate the creation of additional units to meet changing demographic and socio-economic needs. | Acceptable housing is available.                                   | Number of affordable housing units.          | An increase in the number of affordable housing units to meet the demographic and socio-economic needs of the District. | Ongoing construction of Northern Pines Phase 2 and 3, transitional and supportive housing units. | 44 new units will be available to eligible applicants, including those chronically homeless.<br><b>Progress has been made.</b> | Funding previously reported. |

## Strategic Objective #5: Leadership, Integration, Coordination and Advocacy

### Strategy 1: Ensure the 10-Year Housing and Homelessness Plan is implemented.

| Section | Actions  | Overall Outcomes  | Measures                         | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding |
|---------|--|---|----------------------------------|---|--|---|---------|
| 5.1.1   | Develop a communication strategy for the 10-Year Housing and Homelessness Plan.  | DNSSAB stakeholders (as defined in the DNSSAB Strategic Plan 2014) are aware of the plan.   | Communication with stakeholders. | An increase in the type and quality of communication with stakeholders. | The annual updates continue to be presented to the Board and the report is uploaded to the website.  | Stakeholders have access to the updates for the 10-Year Housing and Homelessness Plan.<br><br><b>Target has been met.</b>   | N/A     |
| 5.1.2   | Ensure that new housing programs and opportunities are linked back to the Plan and support the Strategic Objectives of the Plan. | Annual work plans are developed with input from community partners and endorsed by DNSSAB.  | Number of targets met.           | An increase in the number of targets met.                               | The DNSSAB Board members, as well as affiliated agency members reflect upon the strategic objectives of the 10-Year Housing and Homelessness Plan when making decisions or recommendations around housing programs, services and supports. | The objectives set out in this plan are used as the foundation of new programs, services and supports implemented by community partner agencies throughout the District.<br><br><b>Target has been met.</b> | N/A     |
| 5.1.3   | Report on annual progress of the 10-Year Housing and Homelessness Plan.  | DNSSAB, stakeholders are informed of the progress in meeting the targets and objectives of the 10-Year Housing and Homelessness Plan. | Reporting on the plan.           | Reporting to community partners on an annual basis.                     | The Community Entity (DNSSAB) will successfully submit the 2022 Annual Review of the 10-Year Housing and Homelessness Plan, as they have done since the plan's inception in 2014.  | The annual updates and the final version of the 5-Year Review of the 10-Year Housing and Homelessness Plan are posted on the DNSSAB website.<br><br><b>Target has been met.</b>                             | N/A     |

### Strategy 2: Strengthen the partnership between Housing Access Nipissing non-profit housing providers, and service providers.

| Section | Actions   | Overall Outcomes                                   | Measures                 | Targets  | Action taken in 2022  | Outcomes in 2022  | Funding |
|---------|---|--|--------------------------|--|---|---|---------|
| 5.2.1   | Identify common areas of concern and opportunities. | Increased housing opportunities and collaboration. | Amount of communication. | An increase in communication between Housing Access Nipissing, housing providers, and service providers. | The DNSSAB Housing programs department continued to work collaboratively with the Housing Access Nipissing. | 11 Housing Services Notices have been provided to housing providers in 2022.<br><br><b>Target has been met.</b> | N/A     |

|       |  |  |                                      |  |  |   |     |
|-------|--|--|--------------------------------------|--|--|---|-----|
| 5.2.2 | Increase communication between Housing Access Nipissing and the Nipissing District Homelessness and Housing Partnership members.   | The NDHR Inc. and the NDHHP are working collaboratively.                                       | Amount of communication.             | An increase in communication between Housing Access Nipissing and NDHHP service providers.   | DNSSAB Housing Services staff continue to attend NDHHP monthly meetings and regularly report on changes to program structure, eligibility, and respond to inquiries from service providers.      | NDHHP service providers continue to receive information regarding Housing Access Nipissing programs. During NDHHP monthly meetings, open dialogue occurs and provides insight into community stakeholder situations.<br><br><b>Target has been met.</b> | N/A |
| 5.2.3 | Work with community partners to ensure that service providers are familiar with the Housing Access Nipissing Program and have the tools and resources required to support their clients with eligibility and document requirements needed to access housing supports and services. | Clients are supported and understand housing and homelessness supports and services.           | Interactions with service providers. | Service providers are provided with information and resources to support their clients with eligibility and application processes. | DNSSAB Housing Services staff continue to attend NDHHP monthly meetings and regularly report on changes to program structure, eligibility, and respond to inquiries from service providers.      | NDHHP service and support providers continue to receive timely and accurate information regarding Housing Access Nipissing programs.<br><br><b>Target has been met.</b>   | N/A |
| 5.2.4 | Work with community partners to ensure that households awaiting housing on the Centralized Waiting List are provided with referrals to community supports to assist them with their housing situation.   | Applicants on the Centralized Waiting List are provided with referrals to support their needs. | Number of referrals.                 | An increase in the number of referrals for individuals and households on the Centralized Waiting List.                             | DNSSAB Housing Services staff continue to provide clients with referrals and information about other programs and services in the District that could assist them with their housing situations. | Clients awaiting an offer for social housing are provided with resources to assist them with their housing needs.<br><br><b>Progress has been made.</b>   | N/A |

**Strategy 3:** Increase the collaboration between DNSSAB and/or any of the following: community partners, municipalities, federal government, provincial governments.

| Section | Actions   | Overall Outcomes  | Measures  | Targets  | Action taken in 2022                                      | Outcomes in 2022   | Funding |
|---------|---|---|---|--|---|--|---------|
| 5.3.1   | Create linkages between municipalities, developers, service providers, DNSSAB | Enhanced collaboration between municipalities, developers and | Interactions amongst municipalities, developers, service providers, DNSSAB, | An increase in housing-related interactions amongst municipalities | District-wide municipal councilors and mayors continue to | DNSSAB Board members utilize their municipal expertise to inform District-wide | N/A     |

| Section | Actions  | Overall Outcomes   | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding                                |
|---------|--|--|---|--|--|--|--|
|         | and affordable housing providers.  | affordable housing landlords.  | and affordable housing providers.                 | developers, service providers, DNSSAB, and affordable housing providers.                                       | sit on the DNSSAB Board of Directors. The Near North Landlord Association continues to hold a spot on the District's Community Advisory Board (CAB) and attends meetings regularly with housing and homelessness service providers.  | decision-making around housing and homelessness programs and services.<br><br><b>Target has been met.</b>  |  |
| 5.3.2   | Participate in local, northern, and provincial working groups.   | Increased collaboration and awareness of Northern housing and homelessness issues. | Types of working groups.                          | DNSSAB staff are involved in a variety of local, northern, and provincial working groups.                      | The DNSSAB is the Community Entity (CE) for the Nipissing District Housing and Homelessness Partnership (NDHHP).<br><br>The DNSSAB sits on multiple local, provincial and federal working groups and has provided feedback to various levels of government on the state of housing and homelessness in the Nipissing District. | Concerns and issues related to housing and homelessness in the Nipissing District continue to be communicated with and to the various levels of government.<br><br><b>Target has been met.</b> | N/A                                    |
| 5.3.3   | Continue to facilitate the role as the Community Entity for the federal Homelessness Partnering Strategy (HPS).                                  | The federal government is more informed on homelessness issues.                    | Reporting requirements to the federal government. | Consistent and accurate reporting to the federal government on housing and homelessness in Nipissing District. | The DNSSAB has committed to maintaining the role of Community Entity (CE) through Reaching Home (2019-2024).   | Increased collaboration with community service and support providers to tackle housing and homelessness issues in the District.<br><br><b>Target has been met.</b>                             | See Reaching Home funded action items. |
| 5.3.4   | Seek opportunities to inform the public about the DNSSAB's RFP process and other available funding to ensure that a wide range of proponents are | Communication strategy is in place to promote the DNSSAB's RFP process.            | Knowledge of RFP opportunities.                   | An increase in RFP applications.   | The DNSSAB continues to post RFPs and other available funding opportunities on the public website.   | The DNSSAB utilizes its website to post publicly about RFP opportunities. The DNSSAB then reviews the proponents' submissions to determine the best candidates. The                            | N/A                                    |

| Section | Actions  | Overall Outcomes   | Measures               | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding                         |
|---------|--|--|------------------------|--|--|--|---------------------------------|
|         | aware of funding opportunities.  |  |                        |  |  | final decision is then approved by the DNSSAB Board of Directors.<br><br><b>Target has been met.</b>   |                                 |
| 5.3.5   | Endeavour to coordinate funding opportunities in support of a more integrated housing and homelessness system. | Funding is coordinated and aligned to support housing and homelessness programs. | Funding opportunities. | An increase in funding opportunities that are aligned with the strategic objectives of the 10-year plan. | Coordinated Access Nipissing (CAN): DNSSAB Housing Services continued to work closely with the Nipissing District Housing Corporation. The DNSSAB as a Community Entity under Reaching Home has worked closely with various community agencies including Crisis Centre North Bay (CCNB), Low-Income People Involvement of Nipissing (LIPI), AIDs Committee of North Bay and Area (ACNBA), North Bay Indigenous Friendship Centre (NBIFC), Nipissing First Nations Debwewendizwin True Self Program, the Canadian Mental Health Association - North Bay and District (CMHA-NBD), the Brain Injury Association of North Bay and Area (BIANBA) and the Gathering Place to develop a coordinated access service system across the District of Nipissing. | This collaboration has allowed for improved service delivery, data collection, analysis and a comprehensive understanding of housing and homelessness in the Nipissing District. The team's efforts to develop a coordinated access system with community agencies have allowed for the base of a new service approach to be built where clients will receive collaborative efforts to assist them in reaching their housing goals.<br><br><b>Target has been met.</b> | Funding was reported elsewhere. |



**Strategy 4:** DNSSAB recognizes and supports the Nipissing District Homelessness and Housing Partnership.

| Section | Actions  | Overall Outcomes                                    | Measures   | Targets   | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|--|---|--|---|---|--|---------|
| 5.4.1   | The NDHHP provides advice on issues related to homelessness.                                   | DNSSAB is more informed on homelessness issues.     | Interaction with NDHHP members                             | Consistent interaction with NDHHP members on issues related to housing and homelessness | The NDHHP continues its role as the Community Advisory Board (CAB) for the Nipissing District.  | The NDHHP provides advice to the DNSSAB on issues related to housing and homelessness.<br><br><b>Target has been met.</b>  | N/A     |
| 5.4.2   | The NDHHP will assist in monitoring the progress of the 10-Year Housing and Homelessness Plan. | The annual work plan will be endorsed by the NDHHP. | Creation of an NDHHP Committee to review the 10-Year Plan. | NDHHP member committee meets annually to review the annual review of the 10-Year Plan.  | The NDHHP continues to receive monthly updates from the DNSSAB on housing and homelessness programs and services during the CAB meetings. | The NDHHP members provide the DNSSAB with feedback on programs and services related to the 10-Year Housing and Homelessness Plan. The Plan is available for review on the DNSSAB's website.<br><br><b>Target has been met.</b> | N/A     |

**Strategy 5:** DNSSAB will be a leader and advocate in supporting homelessness prevention initiatives and affordable housing solutions.

| Section | Actions  | Overall Outcomes   | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|--|--|---|---|---|--|---------|
| 5.5.1   | Ensure that social assistance regulations and legislation supports the housing situation of residents of Nipissing District.                             | Citizens on social assistance can afford acceptable housing.   | Number of households on social assistance in arrears. | A decrease in the number of households on social assistance in arrears. | DNSSAB continues to advocate for increases to social assistance rates.  | No outcome to report in 2022.<br><br><b>Progress has been made.</b>  | N/A     |
| 5.5.2   | Advocate on behalf of the citizens of Nipissing District, for acceptable housing and related support programs and services, to meet their housing needs. | Citizens of Nipissing District receive housing-related supports and services that meet the demographic and socio-economic needs of the District. | Services for housing-related supports and services.   | A diverse variety of housing-related supports and services.             | The DNSSAB, with the input of community partner agencies, continued to discuss with Federal and Provincial ministries to communicate the housing and homelessness needs in Nipissing District, as well as advocate for program funding. | Through CAN, a Homelessness Information Assessment was implemented and is used to prioritize households on the By Name List.<br><br><b>Progress has been made.</b> | N/A     |

| Section | Actions   | Overall Outcomes  | Measures   | Targets   | Action taken in 2022   | Outcomes in 2022  | Funding |
|---------|---|---|--|---|--|---|---------|
| 5.5.3   | Advocate for northern, rural and remote housing and homelessness solutions.                       | The provincial government will know the needs of northern, rural and remote citizens. | Number of working groups.                          | DNSSAB staff communicate the needs of Nipissing District through involvement in a variety of provincial working groups. | The DNSSAB continued to participate in committees, working groups, and conferences hosted by various levels of government. Select staff attended the 2022 CAEH Conference and attended seminars on rural homelessness.   | Advocates were educated on various methods and solutions to remote and rural homelessness. This knowledge can now be used in best practices.<br><br><b>Progress has been made.</b>  | N/A     |
| 5.5.4   | Advocate for a National Housing Strategy that meets the needs of Nipissing District.              | Sustainable and predictable long-term funding for affordable housing initiatives.     | Amount of funding from the federal government.     | An increase in the amount of funding received for housing-related programs and services.                                | The National Housing Strategy was released on November 22, 2017, for a time span of 10 years.  | <b>Progress has been made.</b>  | N/A     |
| 5.5.5   | Facilitate communication between citizens and government leaders, related to their housing needs. | The housing needs of citizens are recognized.   | Published articles and reports related to housing. | Consistent communication with citizens and government on issues related to housing and homelessness.                    | The DNSSAB Board of Directors provides the public and local outlets with media releases to inform the District communities about current housing and homelessness issues, decisions and changes.<br><br>In December of 2022, the Nipissing Counts PiT count findings were published on the DNSSAB website.<br><br>Monthly Board packages are also published on the DNSSAB website. | In 2022, media releases were sent to local media outlets regarding the DNSSAB's response to the COVID-19 pandemic, the Social Services Relief Fund, Emergency Homelessness and the Low Barrier Shelter, the development of the Gateway Houses, Nipissing Counts 2022, and the DNSSAB's response to the call for a warming centre during harsh and cold climates.<br><br><b>Target has been met.</b> | N/A     |

#### Strategy 6: Develop Indigenous housing solutions.

| Section | Actions   | Overall Outcomes  | Measures   | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|---|---|--|--|---|--|---------|
| 5.6.1   | Develop partnerships between non-Indigenous service providers and Indigenous service providers, elders, | Indigenous housing solutions are developed and implemented. | Representation of Indigenous groups and organizations. | Consistent representation of Indigenous groups and organizations in working groups and committees. | The North Bay Indigenous Friendship Centre (NBIFC) as well as Nipissing First Nations True Self (NFN) staff actively sit on the Nipissing | Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous community stakeholders. | N/A     |

|  |                        |  |  |  |  |                      |  |
|--|------------------------|--|--|--|--|----------------------|--|
|  | and community members. |  |  |  | District Housing and Homelessness Partnership (NDHHP) and provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns. The DNSSAB continues to provide staff with Indigenous cultural learning opportunities including Indigenous guest speakers at all-staff meetings. | Target has been met. |  |
|--|------------------------|--|--|--|--|----------------------|--|

## Strategic Objective #6: Awareness, Education, Information and Best Practices

**Strategy 1:** Improve the public's access to information on housing and homelessness programs including housing options and support services.

| Section | Actions  | Overall Outcomes   | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022  | Funding |
|---------|--|--|---|--|--|---|---------|
| 6.1.1   | Ensure that service directories are bilingual and accessible to the public.  | French and English-speaking citizens are informed of services in the District.           | Bilingual service directories.  | All service directories in the District are available in French and English.   | The DNSSAB continues to update its bilingual website.  | A fully bilingual DNSSAB website is available to the public.<br><br><b>Target has been met.</b>   | N/A     |
| 6.1.2   | Offer information sessions to social service agencies, institutions, municipalities, and other stakeholders on the programs and services offered by the DNSSAB.            | Individuals and families are aware of housing and homelessness programs in the District. | Information sessions are provided to social service agencies, institutions, municipalities, and other stakeholders. | A variety of information sessions are provided to social service agencies, institutions, municipalities, and other stakeholders. | The DNSSAB website was updated to include information on all programs and services offered, as well as eligibility requirements for each. Visitors can also find department directories so that they may contact staff directly. | Citizens and community partners can receive information regarding DNSSAB programs and services by visiting the public website.<br><br><b>Target has been met.</b>                                       | N/A     |
| 6.1.3   | Ensure the francophone population is recognized by capturing the French language when publishing reports at all phases of community planning for housing and homelessness. | A better informed Francophone community.   | Reports published in French.  | All published reports are available in French and English.   | All resources have been made available in both French and English on the DNSSAB website.   | Citizens and community partner agencies who would like service in French or English can be served and supported in their preferred language.<br><br><b>Target has been met.</b>                         | N/A     |
| 6.1.4   | Social Media is utilized to highlight programs in the District.  | Informed public.   | Social media posts regarding programs in the District.  | A variety of social media posts regarding programs in the District.  | The Communications and Executive Coordinator at the DNSSAB monitors and posts information on the DNSSAB's social media pages.  | Staff, citizens, and community stakeholders are provided with a social media platform to engage with the DNSSAB, and receive information about programs/ services, office closures and overall updates. | N/A     |

|  |  |  |  |  |  |                      |  |
|--|--|--|--|--|--|----------------------|--|
|  |  |  |  |  |  | Target has been met. |  |
|--|--|--|--|--|--|----------------------|--|

**Strategy 2:** Increase awareness concerning housing and homelessness issues in the District.

| Section | Actions  | Overall Outcomes  | Measures   | Targets  | Action taken in 2022   | Outcomes in 2022  | Funding         |
|---------|--|---|--|--|--|---|-----------------|
| 6.2.1   | Share information and data collected on housing and homelessness needs with citizens and all levels of government. | Citizens and all levels of government are aware of the housing and homelessness issues in the District. | Housing and homelessness information and data are provided to citizens and all levels of government. | Annual reports are created and shared with citizens and all levels of government.    | Monthly Board packages continue to be posted on the public website for information. Information and reports are consistently shared with Federal and Provincial government representatives through the NDHHP.  | Members of the public and all levels of government are aware of the data and information about housing and homelessness in the Nipissing District.<br><br><b>Target has been met.</b>   | N/A             |
| 6.2.2   | Disseminate educational materials that target the stigma and beliefs about homelessness.                           | Reduce stigma about homeless groups/certain populations.  | Educational materials that target the stigma and beliefs about homelessness.                         | A variety of educational materials target the stigma and beliefs about homelessness. | The DNSSAB provided funding to the North Bay Parry Sound District Health Unit (NBPSDHU) to hold the Anti-Stigma Campaign in October. This campaign was titled "See the Person" and was focused on disseminating the stigma surrounding homelessness and individuals experiencing it. | Informational videos, posters, advertisements and other educational materials were distributed in the community to educate the reduce stigma against people experiencing homelessness.<br><br><b>Target has been met.</b>   | SSRF<br>\$6,000 |
| 6.2.3   | Work with post-secondary institutions to understand the housing needs and challenges of the student population.    | Students have access to adequate, affordable, and suitable housing.                                     | Interactions between post-secondary institutions and the DNSSAB.                                     | A variety of interactions between post-secondary institutions and the DNSSAB.        | Canadore College and Nipissing University participated as a community partner in the 2021 Point-in-Time count. Representatives from post-secondary institutions have begun to attend monthly NDHHP meetings. The DNSSAB also welcomes student placements.                            | Questions regarding student homelessness were added to the PiT survey, where 7 students were identified. Insight is consistently provided into what post-secondary institutions are dealing with in terms of student homelessness.<br><br><b>Target has been met.</b> | N/A             |

| Section | Actions   | Overall Outcomes   | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022  | Funding |
|---------|---|--|---|---|---|---|---------|
| 6.2.4   | Advocate for accurate data on student housing needs to support student populations in the District. | Student housing needs are accurately captured.                                   | Data on student housing.                              | Reliable and consistent data on student housing.                              | Partnerships were made with Canadore College.   | <b>Progress has been made.</b>  | N/A     |
| 6.2.5   | Advocate for enhanced awareness of homelessness due to migration and transience.                    | Enhance awareness and understanding of homelessness due to migration/transience. | Data on homelessness due to migration and transience. | Reliable and consistent data on homelessness due to migration and transience. | The October 2021 Point-in-Time enumeration of homelessness in the Nipissing District consisted of a survey that asked about migration to the area. The results were published publicly on the DNSSAB website. | It was determined that roughly 71% of individuals experiencing homelessness in the Nipissing had migrated from outside the District. However, it was found that only 29 of the 147 individuals who migrated did so for reasons directly related to homelessness.<br><br><b>Target has been met.</b> | N/A     |

**Strategy 3:** Ensure that citizens have access to stable employment opportunities to secure and maintain adequate, safe and affordable housing.

| Section | Actions  | Overall Outcomes   | Measures                | Targets   | Action taken in 2022   | Outcomes in 2022   | Funding |
|---------|--|--|-------------------------|---|--|--|---------|
| 6.3.1   | Develop partnerships with employment agencies, businesses, municipalities, post-secondary institutions, and economic development entities to support a range of stable employment opportunities across the District. | Individuals and families have access to a wide range of stable employment opportunities. | Number of job postings. | An annual increase in the number of job postings. | The DNSSAB Employment team is an active member of the Nipissing Employment Services Table (NEST). A representative from the North Bay and Area Chamber of Commerce works closely with Ontario Works clients to secure local employment opportunities that meet the needs of clients and employers. YES Employment Services is an | DNSSAB departments and employment agencies, local businesses, municipalities, post-secondary institutions and economic development organizations seek out opportunities to work collaboratively to support the employment needs of local citizens.<br><br><b>Progress has been made.</b> | N/A     |

|       |   |  |   |   |   |   |     |
|-------|---|--|---|---|---|---|-----|
|       |   |  |   |   | active member of the NDHHP.   |   |     |
| 6.3.2 | Advocate to all levels of government on the employment needs of citizens in Nipissing District. | A greater understanding of the employment needs of citizens in Nipissing District. | Data on employment needs in Nipissing District. | Reliable and consistent data on employment needs in Nipissing District. | DNSSAB-Ontario Works continues to advocate on all levels of government on employment needs in Nipissing District. | No outcomes in 2022.<br><br><b>Target has been met.</b> | N/A |

**Strategy 4:** Increase Indigenous cultural awareness and safety.

| Section | Actions   | Overall Outcomes   | Measures                                     | Targets  | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|---|--|--|--|---|--|---------|
| 6.4.1   | Work closely with Indigenous partners to support the development of cultural protocols, policies, and standards for individuals and families accessing housing programs and services. | Indigenous clients and community members experience cultural safety in all aspects of the housing process. | Cultural protocols, policies, and standards. | All housing processes are culturally accessible. | NBIFC and Ojibway Women's Lodge staff actively sit on the Nipissing District Housing and Homelessness Partnership (NDHHP) and provide community partners with insights and information regarding Indigenous housing and homelessness topics and concerns. | Homelessness and housing issues are discussed collaboratively with Indigenous and non-Indigenous community stakeholders.<br><br><b>Progress has been made.</b> | N/A     |

**Strategy 5:** Develop and implement a quality standards framework and best practices program for social housing and housing programs.

| Section | Actions  | Overall Outcomes   | Measures  | Targets   | Action taken in 2022  | Outcomes in 2022   | Funding |
|---------|--|--|---|---|---|--|---------|
| 6.5.1   | Review and consistently update a quality assurance framework for the operations of social housing providers. | Reliably delivered social housing programs.                                    | Progress reports from operational reviews.              | Directives and recommendations from operational reviews are completed on a monthly basis. | Operational reviews were conducted at three (3) housing providers in 2022.  | The reports following the operational reviews were completed. They will be presented to the housing providers.<br><br><b>Progress has been made.</b> | N/A     |
| 6.5.2   | Seek opportunities to obtain feedback from tenants and housing program participants                          | Housing services and programs that meet the needs of citizens in the District. | Feedback from tenants and housing program participants. | A variety of feedback opportunities is provided to tenants and housing                    | Feedback can be provided through the DNSSAB website. NDHC also occasionally | Tenant and clients can provide feedback.<br><br><b>Target has been met.</b>  | N/A     |

|       |   |  |   |   |   |   |     |
|-------|---|--|---|---|---|---|-----|
|       | through the use of surveys etc.                                   |  |   | program participants.   | offers tenant surveys.  |   |     |
| 6.5.3 | Discover the needs of applicants on the Centralized Waiting List. | Increased understanding of the needs of individuals on the Centralized Waiting List. | Data on applicants on the Centralized Waiting List. | Reliable and consistent data on applicants on the Centralized Waiting List. | Live data dashboards have been developed through the use of Tableau software. | Reliable and consistent data from the waiting list is easily accessible.<br><br><b>Target has been met.</b> | N/A |

**Strategy 6:** DNSSAB becomes a repository of housing information, data and knowledge.

| Section | Actions  | Overall Outcomes  | Measures  | Targets  | Action taken in 2022   | Outcomes in 2022   | Funding |
|---------|--|---|---|--|--|--|---------|
| 6.6.1   | Streamline the existing shelters and service provider reporting format, so that specific housing and homelessness information is captured. | Shelters and service providers are trained and use HIFIS.             | Number of shelters and service providers using HIFIS.                     | An increase in the number of shelters and service providers using HIFIS.         | HIFIS 4.0 was launched in the Nipissing District on April 1, 2022. DNSSAB supports the service providers that use HIFIS. | 9 service providers have been trained to use HIFIS. The use of the system in the community continues to grow.<br><br><b>Progress has been made.</b>  | N/A     |
| 6.6.2.  | Have current demographic and socio-economic information available to the public, especially as it relates to housing needs.                | Accurate and reliable information about the District's housing needs. | Number of demographic and socio-economic reports available to the public. | A variety of demographic and socio-economic reports are available to the public. | Began work on public data dashboards that would be featured on the DNSSAB website.                                       | No outcome to report in 2022.<br><br><b>Progress has been made.</b>  | N/A     |
| 6.6.3.  | Create a definitions glossary for Nipissing District as it relates to housing and homelessness.  | A District-wide understanding of housing and homelessness terms.      | Definitions used in agreements and contracts.                             | Consistent housing definitions are used across the District.                     | Coordinated Access Nipissing, includes definitions associated with the housing continuum within the CAN Guide.           | Service providers are using housing and homelessness-related terms consistently to ensure client support remains static throughout the various agencies.<br><br><b>Progress has been made.</b> | N/A     |





## BOARD REPORT #HS-2023-003

☒ FOR INFORMATION

or

☐ FOR APPROVAL

**Date:** November 22, 2023

**Purpose:** Average Resale House Prices

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Acting Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities



**Maximize  
Impact**



**Remove  
Barriers**



**Seamless  
Access**

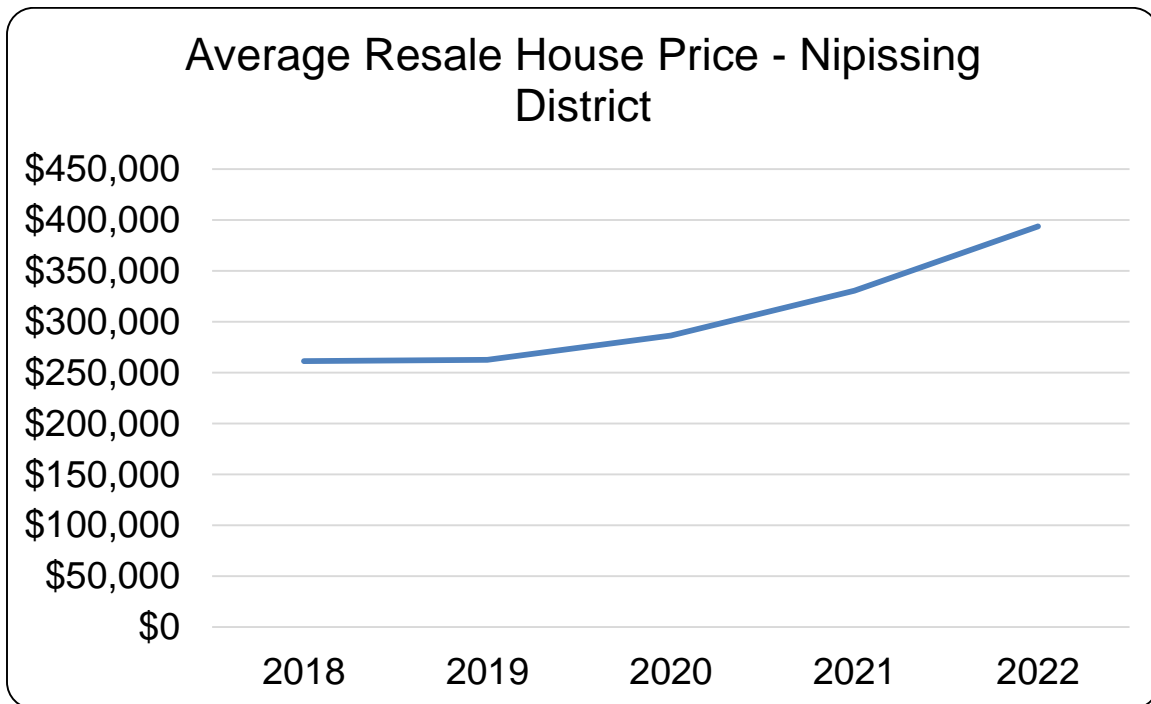


**Learn &  
Grow**

### BACKGROUND

Affordable homeownership is a key component of the housing continuum. In Canada, two-thirds (66.5%) of households owned their own home in 2021; a percentage that has dropped in comparison to 69% ownership in 2011 (Statistics Canada, 2022). This can be attributed to increasing house prices.

The average resale house price is provided annually by the Ministry of Municipal Affairs and Housing. These figures help to display the growing concern with homeownership affordability. House prices have risen significantly over the past five years. As of 2022, the average resale house price in the Nipissing District was \$393,752. In comparison to the average resale house price in 2018, house prices have risen \$132,493 and represents a growth of 50.7% in just 4 years. The table below illustrates the growth of average resale house prices from 2018 to 2022.



## FINANCIAL AND RISK CONSIDERATIONS

The increased cost of housing ownership has several impacts. First, households will remain housed in rental housing for longer periods as they save for larger down-payments required to enter the homeownership market. The effects of this are already being seen locally. Over the past 15 years, DNSSAB has provided down-payment assistance to renters and first-time homeowners through the Homeownership Program. Since DNSSAB began to directly deliver the Homeownership Program in 2017, 19 households have been assisted with down-payment assistance. Unfortunately, during and following the COVID-19 pandemic, rising house prices have impacted affordable homeownership creating a barrier for first time homeowners to enter the market.

Additionally, rising costs are also being observed in the rental market, which will further impact the length of time it will take for a household to save for a down-payment. It will be important to observe vacancy rates to further analyse the impact on the rental market and unit availability.

Secondly, the Homeownership Program will continue to be impacted by rising housing costs. Households eligible for the program will be challenged to receive mortgage pre-approval as house prices continue to rise. Since 2020, the program has only assisted one household with down-payment assistance. Furthermore, for those that receive mortgage pre-approval, the required down-payments will be larger, therefore, limiting the number of households the program can assist.

Finally, households that are entering the ownership market will likely be faced with larger mortgage payments and/or longer amortization periods, due to the higher borrowing costs. This could lead to more households paying above the affordability threshold of 30% of their income towards housing costs.

## **NEXT STEPS**

DNSSAB will continue to monitor the market and ownership markets to determine the impact in the community, and advocate for program guideline changes that would further enable affordable homeownership opportunities for households in the District.

## **RESOURCES CITED**

Statistics Canada. (2022). National Housing Day: A look at homeowners and renters.  
<https://www.statcan.gc.ca/o1/en/plus/2357-national-housing-day-look-homeowners-and-renters>

## **AUTHOR:**

Stacey Cyopeck, Director of Housing Services



## BOARD REPORT #NDHC-2023-044

☒ **FOR INFORMATION**

or

☐ **FOR APPROVAL**

**Date:** November 22, 2023

**Purpose:** CMHC Repair Funding Update

**Department Head:** Donna Mayer, Manager of Project Development

**Approver:** Melanie Shaye, Acting Chief Administrative Officer

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities



**Maximize  
Impact**



**Remove  
Barriers**



**Seamless  
Access**



**Learn &  
Grow**

### BACKGROUND

At its February 22, 2023 meeting, the Nipissing District Housing Corporation (NDHC) board approved staff proceeding with CMHC Repair Funding as described in Board Report NDHC 06-23. An application was submitted, but not approved. With the commencement of a new fiscal year, CMHC extended the offer again on September 14<sup>th</sup>, with a reply deadline of October 30<sup>th</sup>.

CMHC Repair Funding is \$10K per unit or 30% of costs, whichever is lower, with NDHC funding the balance of costs. The NDHC Board approved allocating up to \$500,000 from the Capital Replacement Reserve Fund as the cost-sharing component for the CMHC Repair funding (Board Report NDHC 06-23), for repairs to Mackay Homes and other select properties. The total original funding request was for \$1.94M to repair 194 units.

As part of due diligence, staff reviewed the previously submitted project list in comparison to the revised key business terms for the funding. The terms and conditions had changed again marginally since the original offer was presented. A new clause requires that at least 33% of the repaired units are occupied by women and/or women and their children. In addition, more clarity on the stacking of federal funds was provided.

Clause 7 of the Key Business Terms states that: "Funding provided within this agreement cannot be stacked with previous or future federal funding for units included in the Portfolio including but not limited to previous NHCF [National Housing Co-Investment Fund] funding and Bilateral Agreement funding, through a bilateral Agreement between CMHC and a Province or Territory for repairs." The Bilateral Agreement between CMHC and Ontario is the Canada-Ontario Community Housing Initiative (COCHI) and the Ontario Priorities Housing Initiative (OPHI).

This clause impacts the Mackay Homes project, which was allocated \$1.267M of COCHI/OPHI funds to improve accessibility for older adults with mobility issues by the Service Manager prior to the purchase; this was subsequently increased to \$1.47M.

Staff reached out to the Ministry of Municipal Affairs and Housing (MMAH) to determine how much federal funds were in the COCHI/OPHI allocations to DNSSAB, as CMHC does not have that information. It was confirmed that 100% of the COCHI funding allocation to Mackay Homes were federal dollars, while the OPHI contribution was funded at 50% by each of the upper-level governments.

The funding condition that prohibits the stacking of federal funding eliminates the MacKay project from the CMHC Repair Funding offer.

The removal of Mackay Homes from the CMHC Repair Funding offer impacts the entire offer since the Mackay units would have greatly assisted in achieving the performance requirements of the funding, particularly with regard to energy efficiency, accessibility and cost-sharing. As a result, staff conducted a deeper review of the portfolio, and, in light of CMHC's updated key business terms amended the list of projects.

The following projects were identified:

- 555 McNamara St., North Bay (39 of 50 units proposed due to some units having been in receipt of past COCHI funds thus disqualifying them)
- 445 Poplar St., Mattawa (16 units)
- 465 Poplar St., Mattawa (10 units)
- 264-314 Park St., Mattawa (20 units)
- 145 Holditch St., Sturgeon Falls (58 Units)
- 24 Grande Allee, Field (12 Units)

This list of 155 units will be the "portfolio" for the purpose of CMHC Repair Funding. At \$10K per unit, this results in a total of \$1,550,000 of contribution funding.

In accepting the CMHC Repair Funding, NDHC must achieve specific performance targets, including: a 25% reduction in energy consumption and greenhouse gas emissions of the “portfolio”, as defined in the funding agreement, as well as the accessibility, improved accessibility or adaptability of a minimum of 20% of these units. In addition, NDHC must make best efforts to ensure a minimum of 33% of units repaired target women and/or women and children.

NDHC provided written acceptance of the CMHC Repair Funding offer and CMHC is currently considering the request.

## **FINANCIAL AND RISK CONSIDERATIONS**

Acceptance of CMHC Repair Funding will disqualify the projects in receipt of this funding from utilizing other federal funding for the duration of the 20-year funding agreement. Any and all future repairs for these 155 units will need to be funded through NDHC’s own resources and or provincial funding.

NDHC will be solely responsible for any cost overruns of the 155 repair projects identified. NDHC is normally responsible for all project costs and proactively manages capital projects to mitigate this risk.

There is an impact on the Mackay Homes rehabilitation budget and a report will be brought forward to the NDHC board at its next meeting.

## **OPTIONS AND/OR RECOMMENDATIONS**

This report is for information.

## **NEXT STEPS**

An update report will be presented to the NDHC board at its next meeting.

Should funding be approved, a contribution agreement will be signed. Staff will revise capital plans in accordance with the funding.

## **RESOURCES CITED**

CMHC Repair Funding Key Business Terms

**AUTHOR:** Donna Mayer, Manager of Project Development

## Appendix A – Municipal Repair Offer: Key Business Terms

### 1. Funding Offer

- a. Total of **\$1,940,000** contribution funding for the repair of a minimum of **194 units** to be completed within **3** years of execution of the agreement (“Repair Period”).
- b. Contributions are to be advanced in a single draw for the full amount of the contribution after the contribution agreement has been fully executed and all is to CMHC’s satisfaction.
  - i. In some cases, CMHC and the Government may negotiate for the disbursement of funding in the 2023/24 fiscal year depending on availability of funding.

### 2. Purpose of the funding

- a. The contribution shall be used in respect of the repairing of Government Owned Affordable Housing Stock for repair costs and shall not be used for any other purpose.
- b. Eligible Property Types include:
  - i. Community/Affordable Rental
  - ii. Shelters
  - iii. Transitional and Supportive Housing
  - iv. Mixed-use Market/Affordable Rental

### 3. Portfolio

“Portfolio” is defined as more than one residential rental buildings, where the primary use is residential, (“Buildings”) to be repaired over the Repair Period that will be subject to the Conditions of Funding. Any calculations of Conditions of Funding are to be done at the portfolio level which, in turn, will allow for flexibility at the project level. Additionally, calculating Conditions of Funding at the portfolio level will grant proponents a level of flexibility on what they are to achieve.

For the purpose of clarity:

- a. Total number of units of the Portfolio is the sum all the units of the buildings included within the Portfolio.
- b. Conditions to Funding, and the commitments they represent within the agreement, are calculated at the Portfolio level.
- c. Portfolio achievement in energy consumption and GHG reduction is calculated as the weighted average reduction of all the buildings within the Portfolio.

### 4. Confirmation of key commitment terms

- a. by **(30 days from date of offer)** indicate acceptance of offer via email, including any change the offer that occur through discussions with CMHC, and include the confirmation of the following details:
  - i. Amount of National Housing Co-Investment Fund (NHCF) contribution funding (full amount or portion of offer)
  - ii. # of units and type (e.g. apartment, single family home, rowhouse...etc) in the Portfolio
  - iii. # of affordable units within Portfolio

- iv. At least a 25% reduction in EE and GHG at a Portfolio level relative to past or pre-repair levels
- v. At least 20% of units within Portfolio are accessible either at time of execution of agreement or by the end of the Repair Period
- vi. Clients will make their best efforts to ensure a minimum of 33% of units repaired are those which target women and/or women and their children.

5. Expiry of Commitment

- a. Governments will have 45 days from receipt of a customized agreement to return an executed agreement.
- b. Budget permitting, funds will be advanced in the 2023/24 fiscal year. In some cases, CMHC and the client may negotiate disbursement of funds in the 2024/25 fiscal year.

6. Conditions of funding

The Government agrees it will:

- a. use the contribution funding for eligible costs (“Eligible Costs”) related to the repair of the Portfolio completed during the Repair Period. Eligible Costs relate to:
  - i. all typical soft and hard costs incurred in repairing and upgrading the project, from the planning stage to completion of repairs and upgrades.
  - ii. revenue loss due to decanting of tenants to accommodate necessary repair activities will also be considered an Eligible Cost.
  - iii. administrative/staff salaries are **not** considered an Eligible Cost. However, expenses incurred from external, third parties to support repair activities are considered an Eligible Cost.
- b. ensure that at least 30% of units of the Portfolio must be below 80% of Median Market Rent (or appropriate proxy determined for On-Reserve projects), of which must be maintained for a commitment period of 20 years.
- c. ensure that the repair of the Portfolio will achieve a minimum reduction of 25% in Portfolio energy consumption and Greenhouse Gas (GHG) emissions relative to past or pre-repair levels.
  - i. CMHC will permit upgrades that have been completed within the last two years (e.g. boilers, windows, building envelope) as part of the reduction calculation.
- d. that the Portfolio, either at time of execution of agreement or by the end of the Repair Period contain a minimum of 20% of all units within the Portfolio that meet or exceed accessibility standards.
  - i. A unit will be designated as ‘accessible’ if:
    - 1. It meets provincial accessibility standards, or;
    - 2. In the opinion of a qualified professional it meets the accessibility requirements of the target population, in instances where a degree of accessibility features is required to address the barriers of that individual and/or population, or;
    - 3. Additional definitions will be considered on case-by-case basis in order to provide sufficient flexibility for units to meet the needs of tenants.



- e. ensure, NHCF contribution funding is not to exceed maximum funding permitted for proponent type (30% of total repair costs for municipal governments) or \$10,000/unit, whichever is less. The Government is therefore responsible for the difference between total repair costs and the NHCF funding provided.
    - i. 100% of costs related to any repair project which was completed within the two calendar years prior to execution of the agreement are eligible to be counted towards the proponent's cost-share.
  - f. complete repair of Portfolio within the Repair Period
7. Stack of Federal Funds/Bi-Lateral Framework
- a. Funding provided within this agreement cannot be stacked with previous or future federal funding for units included in the Portfolio including but not limited to previous NHCF funding and Bilateral Agreement funding, through a bilateral Agreement between CMHC and a Province or Territory for repairs.
8. Reporting
- Within 90 days post the Repair Period or when the totality of the repairs is complete, whichever occurs first, the Government will:
- a. Notify CMHC that repairs have been completed and attest, via signed electronic copy of attestation document, to the following:
    - i. CMHC contribution funding represented no more than 30% of total investment for repair costs
    - ii. Outcomes with respect to Affordability, EE & GHG, and Accessibility, as indicated with the agreement, have been met
    - iii. Portfolio affordability will be maintained for no less than 20 years
    - iv. Where possible, at least 33% of the investments have been targeted to projects/units that serve women and/or women and their children
    - v. Units identified for repair are not in receipt of any other federal funding through the National Housing Strategy and/or Bilateral Agreements between CMHC and a Province or Territory and which are counted towards repair targets under that agreement.
  - b. Provide a summary of repairs ("Repair Summary") carried out on the Portfolio that include the following information:
    - i. Building location/address
    - ii. Total \$ invested (Government Investment, Contribution)
    - iii. Building type (walk-up, townhome, apartment w/elevator, etc.)
    - iv. Operational type (shelter, transitional, affordable)
    - v. # of units serving NHS Vulnerable Populations
    - vi. CMHC may request addition information regarding details of the building/units repaired to support announcements, communications, etc.

9. Return of Contribution

- a. The Government agrees that in the following circumstances they will return a prorated amount of the funding based on required adjustments, subject to CMHC's calculation:
  - i. Government indicates to CMHC, prior to the end of the Repair Period, that it will not be able to achieve Affordability, Accessibility, EE/GHG reduction, or required level of Government Investment, as described within the contribution agreement
- b. The Government agrees that in the following circumstances they will return a prorated amount of the funding provided, subject to CMHC's calculation:
  - i. Government fails to provide CMHC with a signed final attestation and Repair Summary within timeframe allotted,
  - ii. CMHC becomes aware of misrepresentation of a signed attestation, with respect to achievement Affordability, Accessibility, EE/GHG reduction, or required level of Government Investment, as described within the contribution agreement

In such cases, CMHC reserves the right to request information necessary to carry out such calculations.
- c. If at any point until the end of the agreement period, a Government becomes aware that they are not meeting the conditions of funding, they will advise CMHC in a timely manner and the parties will work together to come to a mutually acceptable resolution.

10. Substitution, Disposition and Encumbrances

- a. the Government shall not make any Disposition within the Portfolio without the prior written consent of CMHC, who may impose any conditions it deems necessary and appropriate, acting reasonably. For greater certainty, at a minimum, CMHC would require that the project be substituted by a project such that commitments of the Portfolio, as defined in the agreement, are maintained.
- b. Encumbrances are permitted so long as they respect the conditions of this agreement and don't limit the ability of the project to be viable.

11. Communications protocol

- a. Subject to the Access to Information Act (Canada), the Privacy Act (Canada), and the applicable provincial, territorial or municipal freedom of information and privacy legislation, the Parties shall hold confidential any information clearly identified and marked as confidential or that reasonably should be understood to be confidential given the nature of the information and the circumstances of disclosure. Nothing in this Agreement shall be construed in a manner that would contravene the access to information and privacy legislation that applies to the Parties.
- b. The Recipient consents to the collection, use and disclosure of information submitted to CMHC by the Recipient for the following purposes: (i) to assess the Recipient's eligibility under the NHCF (ii) for analytics, policy analysis, auditing and research by CMHC; (iii) to communicate to the Recipient possible opportunities under other CMHC programs, or

possible collaboration opportunities with third parties; (iv) for evaluation of the NHCF (v) for use by CMHC in and the Government of Canada for purposes related to the National Housing Act (Canada); and (vi) for information verification and due diligence purposes, including to detect and protect CMHC from errors and fraud. The Recipient shall obtain the foregoing consents from any third party intermediary engaged by the Recipient to construct and/or operate the Units.

- c. CMHC and its representatives are authorized to use and disclose the information, on a need to know basis, to CMHC employees, officers and directors, the office of the Minister responsible for CMHC and provincial/territorial/municipal entities collaborating with CMHC for the purposes outlined in Section 11(b) of this Schedule.
- d. Any public communications related to projects under this Agreement must be approved in advance by CMHC. Notwithstanding the preceding, each Party retains the right to communicate information to Canadians about the projects to meet its respective legislated and regulatory obligations, with prior notice to the other Party.
- e. If requested by CMHC, the Recipient shall publicly acknowledge CMHC's and the Government of Canada's Contribution under this Agreement in a manner acceptable to CMHC, acting reasonably, including through use of signage at the project (at the costs of CMHC)



## BOARD REPORT #CORP-2023-044

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** November 22, 2023

**Purpose:** Sparkrock 365 Migration

**Department Head:** Justin Avery, Acting Director of Finance and Administration

**Approver:** Melanie Shaye, Acting Chief Administrative Officer

### RECOMMENDATION

THAT the District of the Nipissing Social Services Administration Board (DNSSAB) approves the migration from Sparkrock 2016 to Sparkrock 365.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities



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### BACKGROUND

DNSSAB has been using a customized version of Microsoft Dynamics NAV as its accounting software since 2009.

The customized solution has been provided by Sparkrock which specializes in customizing Microsoft Dynamics NAV solutions for the not-for-profit sector.

DNSSAB's current software version is Sparkrock 2016 which is an on-premises solution (locally hosted on City of North Bay servers). Microsoft has moved away from on-premises solutions and is now only offering a cloud-based solution, Dynamics 365 Business Central (Business Central). Sparkrock's customized Business Central solution is called Sparkrock 365.

Sparkrock will no longer support older versions of their software after April 2024 unless organizations have a contractual agreement to migrate to the new solution, Sparkrock 365.

## FINANCIAL AND RISK CONSIDERATIONS

The total acquisition cost for Sparkrock 365 is \$405,259 per Figure 1 below.

Figure 1:

| Payment Schedule              | Year 1  | Year 2  | Year 3  | Year 4  | Year 5  | Total Acquisition Cost |
|-------------------------------|---------|---------|---------|---------|---------|------------------------|
| Annual cost                   | 55,580  | 55,580  | 55,580  | 55,580  | 55,580  |                        |
| Microsoft Discount            | - 3,655 | - 3,655 | - 3,655 | - 3,655 | - 3,655 |                        |
| Term Discount                 | - 2,223 | - 2,223 | - 2,223 | - 2,223 | - 2,223 |                        |
| Subtotal                      | 49,702  | 49,702  | 49,702  | 49,702  | 49,702  |                        |
| CPI (2.5%)                    | -       | 1,243   | 2,516   | 3,821   | 5,159   |                        |
| Total Annual Costs Pre HST    | 49,702  | 50,945  | 52,218  | 53,523  | 54,861  |                        |
| One-time Costs                | 137,000 | -       | -       | -       | -       |                        |
| Total Pre HST                 | 186,702 | 50,945  | 52,218  | 53,523  | 54,861  |                        |
| Non-Refundable Portion of HST | 3,286   | 897     | 919     | 942     | 966     |                        |
| Total                         | 189,988 | 51,842  | 53,137  | 54,465  | 55,827  | <b>405,259</b>         |

As the total acquisition cost exceeds \$300,000, Board approval is required in accordance with the Purchasing Policy.

The annual cost for Year 1 of \$49,702 is significantly more than the current annual cost of approximately \$33,000. The increase in cost is due to Microsoft changing their licensing structure. DNSSAB currently has concurrent<sup>1</sup> licenses with Sparkrock 2016, but Microsoft requires named user licenses with its new software, which increases the number of licenses DNSSAB needs to purchase. DNSSAB has no control over the prices that are set by Microsoft.

Staff were able to bring the one-time implementation costs down from \$191,871 to \$137,000 by agreeing to a three-month migration versus the standard six-month migration. While this does result in significant savings, there is a risk of cost overruns if appropriate staff resources are not available for this project. It is not unusual for these types of migrations to take closer to six months to complete, making this an ambitious implementation. The agreement states that if there are delays in the three-month timeline due to DNSSAB, additional charges of \$5,000 to \$7,500 per week can be incurred. Therefore, this project will need to be the primary focus for Finance and Project Management staff in the Fall of 2024 to avoid significant cost overruns. There is no charge if delays are Sparkrock's responsibility.

If DNSSAB does not migrate to Sparkrock 365, it risks jeopardizing the integrity of the financial records of the organization by using an unsupported software.

<sup>1</sup> A concurrent user license can be used by different people but one at a time, and named user license can only be used by one person.

## **OPTIONS AND/OR RECOMMENDATIONS**

Staff recommend moving forward with the migration to Sparkrock 365 to not risk the use of unsupported software for the accounting functions of the organization.

## **NEXT STEPS**

Upon Board approval a contract will be entered into with Sparkrock to migrate from Sparkrock 2016 to Sparkrock 365.

Migration is expected to begin in September 2024 with completion before the end of 2024.

## **RESOURCES CITED**

N/A

## **AUTHOR**

Justin Avery, Acting Director of Finance and Administration



## BOARD REPORT #HS-2023-032

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** November 22, 2023

**Purpose:** Northern Pines Update and Evergreen Agreement

**Department Head:** Stacey Cyopeck, Director of Housing Services

**Approver:** Melanie Shaye, Acting Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administration Board (DNSSAB) receives and approves report HS2023-032, providing an update on the Northern Pines campus, and recommending an evergreen agreement with the Crisis Centre North Bay for the operations of the transitional and supportive housing services delivered at Northern Pines.

### RELATIONSHIP TO STRATEGIC PLAN

#### Alignment with Strategic Plan 2022-2042: Healthy, Sustainable Communities



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### BACKGROUND

- Northern Pines is a transitional and supportive housing complex consisting of a total of 60 units. The points below demonstrate that the campus was developed in three phases.
  - Phase 1 (moderate level of support) opened in November 2021 and is now at full capacity.
  - Occupancy will officially begin in Phase 2 (low level of support) in November 2023, with the first group of residents moving in on November 15<sup>th</sup>.
  - Some outstanding items remain before occupancy can occur in Phase 3 (high level of support). The kitchen and health spaces are the primary areas remaining to be completed. The opening of Phase 3 will also be contingent on the hiring of staff to deliver the services for this floor. Occupancy is expected to begin later this winter.

- In May 2023, the Board approved the model of care at Northern Pines (RESOLUTION #HS11-23) which included on-site health services offered by the North Bay Regional Health Centre. The services included one of the two Assertive Community Treatment Teams (ACTT) operating from renovated space on the lower level of Northern Pines Phase 1. The renovations are anticipated to be completed by November 30, 2023. Below is an update on the renovations:
  - Interior: framing for new walls has been completed and bathroom renovations have begun.
  - Exterior: fencing has been completed, the building has been painted, and the sidewalk was extended to Phase 1 and the new entrance for the hospital staff.
- Space License Agreement and a Memorandum of Understanding are nearly finalized between the North Bay Regional Hospital, Crisis Centre North Bay, and DNSSAB.
- The operating costs for Northern Pines are being aligned with agreements similar to social housing providers. Once completed and signed, Northern Pines will officially become part of the community housing stock.

## FINANCIAL AND RISK CONSIDERATIONS

Currently, the renovations are on budget. Regular communications with the North Bay Regional Hospital are occurring regarding the renovations and the anticipated occupancy. Once the Space License Agreement and the Memorandum of Understanding are signed, the North Bay Regional Health Centre will be ready to occupy the renovated space following the completion of the renovations.

An evergreen contract is being proposed for the operating costs associated with Northern Pines. Evergreen contracts are becoming more common practice as they provide stability for staff and residents while limiting the DNSSAB's administrative oversight required with new service contracts/amendments.

## OPTIONS AND/OR RECOMMENDATIONS

Northern Pines will be a long-term service in the community, therefore an evergreen contract with the operator, Crisis Centre North Bay, is being recommended. The agreement will allow for a seamless continuity of service and will help stabilize the service in the community.



## **NEXT STEPS**

Housing Services Staff will work with DNSSAB's Contracts Specialist to develop an evergreen agreement that resembles agreements with community housing providers. DNSSAB will work directly with the Crisis Centre North Bay on the negotiation of the content of the agreement.

## **RESOURCES CITED**

N/A

## **AUTHOR:**

Stacey Cyopeck, Director of Housing Services