



## DNSSAB BOARD MEETING AGENDA

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

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 October 25th at \_\_\_\_ PM.

**1.1 Declaration of Conflict of Interest**

**2. Opening Remarks by the Chair**

**3. Approval of Agenda**

**Recommended Motion:**

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

**4. Approval of Minutes**

**Recommended Motion:**

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

**Recommended Motion:**

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

**5. Delegations**

**6. CAO Verbal Update**

**Recommended Motion:**

THAT the Board accepts the CAO Verbal Update for October 25th, 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 7.9.

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

This report provides information on the DNSSAB's ability to borrow.

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<b>7.2</b>	<b>Appointment of Auditors for 2023, CORP-2023-034</b>	
	<b>Recommended Motion:</b>	
	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.	
<b>7.3</b>	<b>2024 Response Time Standard Plan, PS-2023-010</b>	<b>24</b>
	<b>Recommended Motion:</b>	
	That the Board approve the Response Time Standard (RTS) plan for the calendar year 2024 for submission to the Minister of Health.	
<b>7.4</b>	<b>Delegation of Authority, CORP-2023-036</b>	<b>28</b>
	<b>Recommended Motion:</b>	
	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.	
<b>7.5</b>	<b>Disposal of Assets Policy Revisions, CORP-2023-035</b>	<b>30</b>
	<b>Recommended Motion:</b>	
	THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the updates to the DNSSAB/Nipissing District Housing Corporation (NDHC) Asset Disposal Policy.	
<b>7.6</b>	<b>Staffing Report, CORP-2023-038</b>	<b>37</b>
	This information report looks at some of the factors that influence the hiring and retaining DNSSAB staff.	
<b>7.7</b>	<b>Homelessness System Review and Feasibility Study Preliminary Report, HS-2023-028</b>	<b>41</b>
	Briefing Note HS2023-028 outlines the preliminary findings of the Homelessness System Review and Feasibility Study for information purposes.	
<b>7.8</b>	<b>Travel, Meal, and Hospitality Policy Revisions, CORP-2023-037</b>	<b>44</b>
	<b>Recommended Motion:</b>	
	THAT the District of Nipissing Social Services Administration Board approve the changes to the Travel, Meal, and Hospitality Policy as presented.	
<b>7.9</b>	<b>DNSSAB and NDHC Meeting Calendar, CORP-2023-039</b>	<b>57</b>
	<b>Recommended Motion:</b>	
	THAT the Board approve the proposed meeting calendar for 2024.	
<b>8.</b>	<b>Managers' Reports</b>	
<b>8.1</b>	<b>Land Acknowledgement, PS-2023-008</b>	<b>60</b>
	<b>Recommended Motion:</b>	
	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.	
<b>8.2</b>	<b>Mackay Homes Tax Relief and Building Permit Fee Rebate, NDHC-2023-025</b>	<b>62</b>
	<b>Recommended Motion:</b>	
	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.

**9. Move In Camera**

**Recommended Motion:**

THAT the DNSSAB Board move in-camera at \_\_\_\_ PM to discuss matters of negotiation and personnel matters. \_\_\_\_\_.

**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**

**Recommended Motion:**

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

**11. Other / New Business**

**12. Next Meeting Date**

November 22, 2023

**13. Adjournment**

**Recommended Motion:**

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



**FINANCE AND ADMINISTRATION COMMITTEE MEETING**  
**MINUTES OF PROCEEDINGS**

**Date:** September 27, 2023, 12:00 p.m.  
**Location:** DNSSAB Boardroom  
200 McIntyre Street East, North Bay, ON, P1B 8V6

**Members Present:** Peter Chirico - Chair  
Maggie Horsfield - Vice Chair  
Amanda Smith  
Chris Mayne  
Jamie Restoule  
Justine Mallah  
Lana Mitchell  
Mark King  
Melanie Chenier  
Terry Kelly

**Members Absent:** Dan O'Mara  
Ethel LaValley

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**1. Call to Order**

The Chair called the meeting to order at 12:07 PM.

**Resolution #: FA2023-12**

THAT the Committee accepts the Roll Call as read by the Recording Secretary for the Finance and Administration Committee Meeting of September 27th at 12:07 PM.

**1.1 Declaration of Conflict of Interest**

**2. Opening remarks by the Chair**

The Chair noted DNSSAB is tracking well into the first half of the year, with a forecast year end surplus being recorded.

**3. Approval of Agenda**

**Resolution #: FA2023-13**

Moved by: Maggie Horsfield

Seconded by: Justine Mallah

THAT the Committee accept the Agenda for September 27th, 2023.

**CARRIED**

**4. Delegations**

There were no delegations.

**5. Consent Agenda**

**Resolution #: FA2023-14**

Moved by: Lana Mitchell

Seconded by: Terry Kelly

THAT the Board receives for approval/information, Consent Agenda items 5.1 and 5.2.

**CARRIED**

**5.1 Year-to-date (YTD) Financial Report, January 1 to June 30, 2023, Corporate Services 2023-027**

Manager of Finance, Justin Avery, presented the Q2 financial report, which provides the forecast to end of the year of a surplus of approximately \$750K due to the delayed opening of Northern Pines and staff vacancies.

**5.2 2024 Preliminary Budget Issues Report, Corporate Services-2023-034**

Justin presented the 2024 budget timetable and what to expect from various program areas. He will provide the Board with an overview report in November with further details on how the budget is prepared. The draft budget will be presented in December with a final budget presented in January for approval and adoption by the Board. Inflation and collective agreements are affecting the budget, with inflation expected to remain elevated in the near term and a collective agreement with paramedics underway. Collective agreements with other units are set to expire in late '23 and early '24.

Justin reviewed the details by department.

**6. Managers' Reports**

**6.1 Reserves Report, Corporate Services-2023-035**

Justin reviewed the reserves policy and noted that as of December 31, 2022, there is \$15M or two months' cash flow in reserve. There was discussion about

how to leverage partnerships with municipalities and the housing accelerator fund to create more housing units.

**Resolution #: FA2023-15**

Moved by: Lana Mitchell

Seconded by: Terry Kelly

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approves the reserves recommendations as outlined in Board Report #Corp-2023-035.

**CARRIED**

**7. Move In Camera**

**8. Adjourn In Camera**

**9. Other / New Business**

There was no new business.

**10. Next Meeting Date**

**11. Adjournment**

**Resolution #: FA2023-16**

Moved by: Lana Mitchell

Seconded by: Terry Kelly

THAT the Finance and Administration Committee Meeting be adjourned at 12:25 PM.

**CARRIED**

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PETER CHIRICO

CHAIR OF THE BOARD

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CATHERINE MATHESON

SECRETARY OF THE BOARD



**DNSSAB BOARD MEETING  
MINUTES OF PROCEEDINGS**

**Date:** September 27, 2023, 1:00 p.m.  
**Location:** DNSSAB Boardroom and Virtual via Zoom  
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  
Jamie Restoule  
Justine Mallah  
Maggie Horsfield  
Melanie Chenier  
Peter Chirico  
Terry Kelly

**Members Absent:** Ethel LaValley

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**1. Call to Order**

The Chair called the meeting to order at 12:36 PM.

**Resolution #: 2023-65**

Moved by: Amanda Smith  
Seconded by: Jamie Restoule

THAT the Board of Directors accepts the Roll Call as read by the Recording Secretary for the DNSSAB Board Meeting of September 27, 2023, at 12:36 PM.

**CARRIED**

**1.1 Declaration of Conflict of Interest**

## **2. Opening Remarks by the Chair**

The Chair welcomed members today and noted a number of important reports in area of homelessness and affordable housing. Staff have been able to secure a site at 597 Fraser Street in North Bay for a daytime warming centre that will accommodate up to 49 people. It will be open starting in November, between 8 AM and 8 PM, to end of March, with an extension to the end of April if needed. It will be operated by The Gathering Place.

Two studies are underway on behalf of the Board; a homeless system review with results to be presented in November and a housing needs and demand study with results expected in January. The needs and demand study will help advise the board of where the priorities lie for investment into affordable housing. The Chair thanked those who have provided information for these studies.

The Chair also congratulated Paramedics Eric Bolduc and Tanya Bouchard for being awarded the Governor General's Emergency Medical Service Exemplary Service Medal.

## **3. Approval of Agenda**

### **Resolution #: 2023-66**

Moved by: Justine Mallah  
Seconded by: Lana Mitchell

THAT the Board accept the Agenda for September 27, 2023, with item 8.6 to be deferred to another meeting.

**CARRIED**

## **4. Approval of Minutes**

### **Resolution #: 2023-67-A**

Moved by: Peter Chirico  
Seconded by: Lana Mitchell

THAT the Board adopt the minutes of the June 28, 2023 proceedings of the DNSSAB Board Meeting.

**CARRIED**

### **Resolution #: 2023-67-B**

Moved by: Terry Kelly  
Seconded by: Melanie Chenier

THAT the Board adopt the minutes of the Community Services Committee meeting of June 28, 2023.

**CARRIED**

**5. Delegations**

**5.1 Performance Measurement, Data and Analytics-2023-001**

Manager of Planning, Outcomes and Analytics, David Plumstead provided an overview of the overall performance of DNSSAB and NDHC, and each program area director spoke to their respective areas. Dave reviewed the operating and performance data, including inputs, activities, outputs and outcomes, noting that indicators for the strategic plan are in the process of development.

Dave reviewed trends and directors answered questions pertaining to changes in the trends, such as spikes in discretionary benefits due to funeral costs and increases due to harsher weather for the Homelessness Prevention Program.

**Resolution #: 2023-68**

Moved by: Justine Mallah  
Seconded by: Chris Mayne

THAT the Board receive a staff delegation on the performance measurement update, for information purposes.

**CARRIED**

**6. CAO Verbal Update**

CAO Catherine Matheson informed the Board, that this past August, she and some board members attended AMO in London Ontario and participated in joint delegations on health supports.

20 units of apartments for light supports are nearly ready to open at Northern Pines and half of the tenants are transitioning from higher support areas of Northern Pines.

She noted the Chair will be with her and senior team members in making presentation on October 3rd at North Bay City council, and she thanked Deputy Mayor Maggie Horsfield for arranging this.

The CAO noted that there has been no commitment so far from Associate Minister of Mental Health and Addictions, Michael Tibollo to tour Northern Pines. Another invitation will be extended next week.

**Resolution #: 2023-69**

Moved by: Dan O'Mara  
Seconded by: Jamie Restoule

THAT the Board accepts the CAO Verbal Update for September 27, 2023.

**CARRIED**

**7. Consent Agenda**

Chair called out each item to see if anyone wanted further discussion.

**Resolution #: 2023-70**

Moved by: Maggie Horsfield

Seconded by: Amanda Smith

THAT the Board receives for approval/ information, Consent Agenda items 7.1 to 7.4.

**CARRIED**

**7.1 HS2023-24 Housing Need and Demand Study Update, HS-2023-024**

**7.2 HS2023-20 Warming Centre and Cold Weather Response 2023-24, Housing Services-2023-020**

Housing Services Director, Stacey Cyopeck updated the Board on the warming centre, providing information on the 2023-24 planning and operations.

**7.3 CORP2023-32 Revisions to Purchasing Policy**

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

**7.4 Retrofit Canada Conference Information Update, Housing Services-2023-023**

Manager of Housing Development, Donna Mayer briefed the Board on a Retrofit Canada Conference she attended. She noted the retrofit industry consists of many working together, such as contractors, architects, researchers, etc. The underlying theme of the conference was how to move faster on a larger scale, noting the public sector is challenged by procurement and financial procedures that are not set up to account for the total cost of building ownership.

**8. Managers' Reports**

**8.1 COCHI and OPHI 2023-2024 and 2024-2025 Investment Plan, Housing Services-2023-022**

Stacey Cyopeck noted in her brief that confirmation of the allocation was only received in middle of August with tight timelines to commit funds.

**Resolution #: 2023-71**

Moved by: Terry Kelly  
Seconded by: Melanie Chenier

THAT the District of Nipissing Social Services Administration Board (DNSSAB) approve the Canada-Ontario Community Housing Initiative (COCHI) & Ontario Priorities Housing Initiative (OPHI) – 2023-2024 and 2024-2025 Investment Plan, for the District of Nipissing as set out in report HS2023-022; and,

THAT the District of Nipissing Social Services Administration Board authorizes staff to reallocate funds throughout the 2023/24 and 2024/25 fiscal years to qualifying projects, up to the Chief Administrative Office (CAO) delegated authority based, on emerging priorities within the district.

**CARRIED**

**8.2 Sale/Transfer of Native People of Nipissing Properties, Housing Services-2023-026**

Stacey Cyopeck summarized that DNSSAB is providing support to Ontario Aboriginal Housing Services (OAHS) to acquire units of Native People of Nipissing (NPON). OAHS is now the sole shareholder of NPON and are now acquiring their physical assets and operating agreements. In response to a question, she noted that NPN has now been assumed by OAHS, so there are no other changes.

**Resolution #: 2023-72**

Moved by: Lana Mitchell  
Seconded by: Peter Chirico

THAT the District of Nipissing Social Services Administration Board (DNSSAB) supports the sale/transfer of all properties owned by Native People of Nipissing Non-Profit Residential Development Corporation to Ontario Aboriginal Housing Support Services Corporation, to be approved by the Ministry of Municipal Affairs and Housing (MMAH), as outlined in briefing note HS2023-026.

**CARRIED**

**8.3 National Housing Accord Report, Housing Services-2023-025**

Donna Mayer reviewed her report and noted the Board's support is being requested by the Canadian Alliance to End Homelessness.

**Resolution #: 2023-73**

Moved by: Justine Mallah  
Seconded by: Chris Mayne

THAT the District of Nipissing Social Services Administration Board supports the National Housing Accord's multi-sector approach to ending Canada's rental housing crisis, and the 10 associated recommendations; and,

That a copy of this motion be forwarded to the three Members of Parliament representing the areas within Nipissing District, the Federal Minister of Finance and the Federal Minister of Housing.

**CARRIED**

#### **8.4 Affordable Housing Task Force Recommendation - Housing Services - 2023-027**

Donna Mayer presented a summary of the Ministry of Municipal Affairs and Housing (MMAH) taskforce recommendations to increase the supply of housing. Municipalities have been asked to identify their top five priorities. There was discussion about quick builds and how inexpensive wartime housing was built by the Federal government. To this, Donna added that similarly, prefab and modular housing is the direction the sector is headed towards. She also noted that we should see some changes soon in the program offered by the Federal government, and that Northern Ontario needs to be positioned better as the focus right now is on urban centres. Several members agreed that more advocacy is needed to ensure Northern Ontario gets its fair share of opportunities and funding.

##### **Resolution #: 2023-74**

Moved by: Terry Kelly

Seconded by: Melanie Chenier

THAT the Board receive this report for information.

**CARRIED**

#### **8.5 RFP Vehicle Maintenance for Paramedic Services - PS2023-009**

Paramedic Chief Stephen Kirk reviewed his report, noting the contract for vehicle maintenance was extended due to bring in paramedic services in-house. There were three qualified bids through the RFP process and the successful proponent was CalTire 855. The cost is not significantly changed from the previous contract, except for increases in the price of parts. He explained it was a non-exclusive contract, and that bidders must have capacity to work on emergency vehicles (ambulances).

##### **Resolution #: 2023-75**

Moved by: Maggie Horsfield

Seconded by: Jamie Restoule

THAT the Board approve the successful proponent who was selected through the Request For Proposal (RFP) Process outlined in the Purchasing Policy #CORP-01.

**CARRIED**

**8.6 Land Acknowledgement - PS2023-08**

This item was deferred to October.

**Resolution #: 2023-76**

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.

**DEFERRED**

**9. Move In Camera**

**Resolution #: 2023-77**

Moved by: Dan O'Mara

Seconded by: Chris Mayne

THAT the Board moves in-camera to discuss personnel matters and matters of negotiation at 2:18 PM.

**CARRIED**

**9.1 Approve In-Camera Minutes from June 28, 2023**

**9.2 Item 2, HS-2023-018**

**9.3 Item 3, HS-2023-021**

**9.4 Item 4, CORP-2023-029**

**9.5 Item 5, CORP-2023-31**

**9.6 Item 6, OW-2023-013**

**10. Adjourn In Camera**

**Resolution #: 2023-79**

Moved by: Amanda Smith

Seconded by: Melanie Chenier

THAT the Board adjourn the in-camera session at 3:06 PM and approve the action/direction discussed in-camera.

**CARRIED**

**11. Other / New Business**

There was no new business.

**12. Next Meeting Date**

October 25, 2023

**13. Adjournment**

**Resolution #: 2023-80**

Moved by: Chris Mayne

Seconded by: Lana Mitchell

THAT the DNSSAB Board Meeting be adjourned at 3:08 PM.

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MARK KING

CHAIR OF THE BOARD

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CATHERINE MATHESON

SECRETARY OF THE BOARD



## BOARD REPORT #CORP-2023-033

☒ FOR INFORMATION

or

☐ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Capacity to Borrow

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

This information report provides information on the DNSSAB's ability to borrow.

### RELATIONSHIP TO STRATEGIC PLAN

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



**Maximize  
Impact**



**Remove  
Barriers**



**Seamless  
Access**



**Learn &  
Grow**

### BACKGROUND

Historically, there has been uncertainty on District Social Services Administration Boards' (DSSABs) ability to borrow due to the following section in the DSSAB Act:

#### ***Power of board to borrow for current expenditures***

**9 (1)** Subject to subsection (2), a board may borrow from time to time by way of a promissory note such sums as the board considers necessary to meet the current expenditures of the board until the current revenue is received. R.S.O. 1990, c. D.15, s. 9 (1).

#### ***Maximum borrowings***

**(2)** The amount that may be borrowed at any one time for the purpose mentioned in subsection (1) together with the total of any similar borrowings that have not been repaid shall not exceed 25 per cent of the estimated current revenue of the board for the current year. R.S.O. 1990, c. D.15, s. 9 (2).

#### ***Idem***

**(3)** Until the estimates of the board for the current year under section 6 have been determined, the limitation upon borrowing prescribed in subsection (2) shall be temporarily calculated upon 25 per cent of the estimates for the board determined for the preceding year. R.S.O. 1990, c. D.15, s. 9 (3).

Due to this uncertainty, DNSSAB sought clarity from legal counsel on this topic and the Northern Ontario Service Deliverers Association (NOSDA) also sought clarity from the Ministry of Children, Community and Social Services (MCCSS).

### **FINANCIAL AND RISK CONSIDERATIONS**

Per the attached memo from J.O. Lambert and the attached letter from MCCSS, both legal counsel and MCCSS have concluded that Section 9 of the DSSAB Act, as noted above, is permissive in nature and does not limit DSSAB's ability to borrow for capital expenditures.

Therefore, if the need arose, DNSSAB could borrow funds, take on long-term debt or encumber assets.

J.O. Lambert does caution that if funds are borrowed, a DSSAB should ensure that the short-term portion of the long-term debt (amount due within the next year) will not cause it to surpass the twenty-five percent (25%) limit referenced in Section 9 of the DSSAB Act as these expenditures are classified as current expenditures on the statement of financial position.

### **OPTIONS AND/OR RECOMMENDATIONS**

N/A

### **NEXT STEPS**

N/A

### **RESOURCES CITED**

J.O. Lambert, Griener Lambert Professional Corporation, "DSSAB's – Capacity to Borrow for Capital Expenditures memo", April 14, 2023.

Ministry of Children, Community and Social Services letter on DSSAB's ability to borrow, June 16, 2023.

District Social Services Administration Boards Act, R.S.O. 1990, c. D.15

**AUTHOR:** Justin Avery, Manager of Finance

# GRIENER LAMBERT

BUSINESS • TAX • REAL ESTATE

Date: April 14, 2023

To: District of Nipissing Social Services Administration Board (the “DNSSAB”)

From: J.O. Lambert

RE: DSSABs – Capacity to Borrow for Capital Expenditures

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I provide this note in response to your request for clarification on the ability of District Social Services Administration Boards (“DSSAB”) to borrow for the purpose of making capital expenditures.

As explained below, DSSABs are not restricted from borrowing for the purpose of making capital expenditures under the current state of the law; however, DSSABs often experience difficulty in borrowing as a result of the factors outlined herein.

## 1. Analysis

In summary form, the legal analysis supporting the capacity of DSSABs to borrow is as follows:

1. DSSABs are corporations formed by the *District Social Services Administration Board Act*, RSO, 1990, c D 15 (the “DSSAB Act”);
2. The Not-for-Profit Corporations Act, 2010, SO 2010, c 15 (the “NFP Act”) governs corporations without share capital created by “special” laws of the legislature, such as DSSABs;
3. Section 15(1) of the NFP Act provides that a corporation has “the capacity and, subject to this Act, the rights, powers and privileges of a natural person”;
4. Section 13(2) of the Housing Services Act, 2011, SO 2011, c 6 Sched 1 (the “Housing Act”) clarifies that when acting in its capacity as Service Manager, a DSSAB has the powers contemplated in Section 15 of the NFP Act, as indicated in the above Section 3 of this note; and
5. Section 4(1)(b) of the DSSAB Act provides that a board established under the DSSAB Act can exercise the powers, duties and responsibilities granted to it under the DSSAB Act or other acts, within its district.

These are the core permissive provisions allowing a DSSAB to borrow. They must be considered together with imposed limitations.



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## 2. Limitations

Limitations on the ability of DSSABs to borrow can arise from various sources that include among others:

- (i) legislation other than that outlined above;
- (ii) gaps and ambiguity in legislation;
- (iii) directives and policies issued by the Province under various legislation
- (iv) the specific constating and governing documents of a DSSAB and their subsidiaries (e.g. by-laws, and in the case of subsidiaries, articles of incorporation/letters patent);
- (v) pre-reform operating agreements applying to specific designated housing projects; and
- (vi) pre-existing agreements between the DSSAB and/or its subsidiaries, and third parties imposing limits on future DSSAB borrowing ability.

With reference to the above item:

- (i) no other legislation currently exists that restricts the right of DSSABs to borrow for the purpose of providing housing in the context of a DSSAB's responsibilities under the Housing Services Act. For certainty, this assertion is made within the context of housing services, only. I have not canvassed, exhaustively, legislation applying specifically to other social services normally provided by DSSAB (e.g. the *Ontario Works Act*, 1997, SO 1997, Sched A). A more detailed review of the law applying in respect of other specific social services should be undertaken before borrowing to serve purposes under such other law;
- (ii) section 9 of the DSSAB Act is often identified by lenders as a source of concern as it is the sole provision within the DSSAB Act referencing the power of DSSABs to borrow. Often fueling that concern are guiding principles of legislative interpretation that provide that, in interpretation a law, where something is not mentioned in a circumstance where it would otherwise be expected to be mentioned, it is implied to be excluded from the law. Similarly, when a limited set of circumstances is provided for in a law following a reference to a more general set of circumstances, the limited set of circumstances is to prevail. That said, further rules of legislative interpretation provide that a specific legislative provision should be read within the context of the broader body of legislation within which it is situate, and that it should be presumed that legislation is not intended to produce absurd results and that specific provisions of legislation must be read within the broader context of applicable legislation. Since the Housing Services Act explicitly requires DSSABs to assume responsibility for the provision and administration of social housing and associated mortgages, inferring that Section 9 of the DSSAB Act is intended to prohibit DSSABs from borrowing for the purpose of making capital expenditures would lead to the "absurd" result that DSSABs are required by the Housing Services Act to assume and/or administer various mortgages and their underlying debt, but prohibited by the DSSAB Act from administering and/or assuming such mortgages and their underlying debt. Consequently, Section 9 of the DSSAB Act is generally viewed to be permissive in nature;
- (iii) the Ministry of Municipal Affairs and Housing has confirmed to by separate communication to me that no such directive or policy exists; and
- (iv) (v), and (vi), the determination is to be made on a case-by-case basis having regard to the specific constating and governing documents, and agreements, by which a specific DSSAB is bound.

### **3. Practical Notes**

The limitations outlined in Section 2(ii) are not normally fatal to a DSSAB's endeavor to borrow funds for capital expenditures; however, they often give rise to demands from counsel to lenders for additional explanations, clarifications, and assurances.

Accordingly, a DSSAB setting out to borrow for the purpose of a capital project or for making any other form of capital expenditure will want to be prepared to demonstrate that the short-term portion of the contemplated long-term debt (which short term portion (6 to 12 months of capital outlays) is sometimes classified for accounting purposes as current expenditures) will not cause it to surpass the twenty-five percent (25%) limit referenced in Section 9 of the DSSAB Act.

**Ministry of Children,  
Community and Social  
Services**

**Ministère des Services à  
l'enfance et des Services  
sociaux et communautaires**



Social Assistance Program  
Policy Branch  
Social Assistance Programs  
Division

Direction des politiques relatives  
aux programmes d'aide sociale  
Division des programmes d'aide  
sociale

2 Bloor St. West, 4th Floor  
Toronto, Ontario M4W 3E2

2, rue Bloor Ouest, 4<sup>e</sup> étage  
Toronto, Ontario M4W 3E2

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June 16, 2023

Michelle Boileau, Chair  
Northern Ontario Service Deliverers Association

Dear Michelle Boileau,

I am writing in response to your request for clarity concerning the ability of District Social Services Administration Boards (DSSABs) to borrow for capital projects. You have indicated that some DSSABs may have experienced challenges in accessing capital financing and are seeking clarity on this point from the ministry.

The Ministry of Children, Community and Social Services (MCCSS), through the Social Assistance Program Policy Branch (SAPPB), is responsible for the *District Social Service Administration Board Act* and the General Regulation, which provides a governance and accountability framework for DSSABs and establishes these boards as corporations.

In response to your inquiry, we are able to provide the following information:

- Section 3 of the *DSSAB Act* establishes DSSABs as corporations. DSSABs are not-for profit corporations, and as such are also governed by other (non-MCCSS) legislation of general application to not-for profit corporations, such as the *Not-for-Profit Corporations Act, 2010*.
- Section 9 of the *DSSAB Act* (with reference to section 6 of the Act) provides a DSSAB with the power to borrow for its current expenditures; this power is limited against its estimated income for that year. Section 9 is permissive in nature and doesn't expressly limit the ability of DSSABs to borrow for the purpose of making capital expenditures.

- No ministerial policies are currently in force restricting or prohibiting DSSABs from borrowing funds, taking on long-term debt, or encumbering their assets.

The above is provided as general information and does not constitute legal advice. It is the responsibility of DSSABs and any third parties to whom the DSSAB legislative framework may apply to seek legal advice where further clarity may be required.

Thank you,

Laura Belfie  
Director, Social Assistance Program Policy Branch  
Ministry of Children, Community and Social Services

**cc:** Fern Dominelli, Executive Director, Northern Ontario Service Deliverers Association  
Cordelia Clarke Julien, ADM, Social Assistance Programs Division, MCCSS  
Laurie Meher, Manager, Social Assistance Program Policy Branch, MCCSS



## BOARD REPORT #CORP-2023-034

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Appointment of Auditors for 2023

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

- Pursuant to the DNSSAB Procedural By-Law Number 1, section 14.1, on an annual basis the Board will appoint an auditor to audit the accounts of the Corporation.
- In compliance with the DNSSAB purchasing policy, the DNSSAB issued request for proposal (RFP) # 2018-03 for external audit services in 2018.
- BDO was selected as the successful proponent from the RFP process.
- The term for RFP # 2018-03 was for a five-year term covering the years 2018 through 2022.

### FINANCIAL AND RISK CONSIDERATIONS

It was originally planned to issue an RFP for auditing services for the year ending December 31, 2023, and beyond, however, organizational constraints and competing priorities have delayed this process. Issuing an RFP at this time may jeopardize the normal timing of the audit that is required to meet various ministry requirements.

BDO has provided a quote for a 10% increase in pricing to perform the audit for the year ending December 31, 2023. BDO's annual pricing for DNSSAB's auditing services has been \$21,000 since 2018. A 10% increase would result in a fee of \$23,100. Staff deem this a reasonable increase as BDO's fees have been fixed since 2018.

The fee of \$23,100 is within the Manager's delegated purchasing authority within the Purchasing Policy and auditing services are an excluded service within the Purchasing Policy.

Board approval is required per the DNSSAB Procedural By-Law Number 1, section 14.1 and not as a requirement from the Purchasing Policy.

### **OPTIONS AND/OR RECOMMENDATIONS**

It is being recommended by staff to extend BDO as DNSSAB's auditor for one additional year, for the year ending December 31, 2023. An RFP would then be issued for auditing services for the year ending 2024 and beyond.

### **NEXT STEPS**

Upon Board approval, staff will engage BDO to complete a contract for the auditing services for the year ending December 31, 2023.

### **RESOURCES CITED**

N/A

**AUTHOR:** Justin Avery, Manager of Finance



## BOARD REPORT #PS-2023-010

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** 2024 Response Time Standard Plan

**Department Head:** Stephen Kirk, Chief of Paramedic Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

Under Regulation, each Direct Delivery Agent (DDA) responsible for the provision of land ambulance services is responsible to submit to the Emergency Health Regulatory and Accountability Branch (EHRAB) Response Time Performance Plan no later than October 31<sup>st</sup> of each year. This plan shall detail expected compliance with response targets for the following calendar year. The report shall break out target compliance based upon patient acuity as set out in the Canadian Triage and Acuity Scale (CTAS). The CTAS scale ranks patient acuity from CTAS 1 (the most severe) to CTAS 5 (the least severe). A breakout of the acuity scale is detailed within this document.

By March 31<sup>st</sup> of each year, the DDA must submit a compliance report to the EHRAB Director that captures response time efficacy/compliance for the previous calendar year. DNSSAB reports response time metrics based upon district-wide performance.

In 2022, Paramedic Services reported a change in the response time standards for the 2023 reporting term, from the previous MOH recommendations that were established in 1996. As those results have not been assessed as they apply to the current year, the full assessment based on those changes can not be evaluated.

## **FINANCIAL AND RISK CONSIDERATIONS**

Target non-compliance would require a detailed assessment of the findings and proposed methods to reach target response times.

There are a number of challenges to response time success. These relate to geography and to staffing patterns in the District of Nipissing and the Province's regionalized health care design. These challenges exist across Northern Ontario.

A paramedic response to sudden cardiac arrest events is set at six minutes from the time of notification, or to a CTAS one event is set at eight minutes is challenged by geography as a best-case scenario would limit target success to no more than 8KM from any station. Additionally, the on-call model used in parts of the district results in delayed response times. Paramedics who are in their station have two minutes to become mobile, while those on call have ten 10 minutes.

Response time compliance in Nipissing District was negatively impacted by resource loss due to an inefficient deployment plan that permitted extensive use of Paramedic Services for nonurgent activities, including transport out of the district. This practice left communities with little or no emergency coverage, resulting in much longer response times.

In 2023, the District of Nipissing Paramedic Services implemented a redesign of the Deployment Plan, limiting the ability for paramedics to be used for the transportation of medically stable patients between facilities, a service provided through a variety of other means. Staff have engaged with the district hospitals, the Ministry of Health, and the Ontario Health Team to implement the new deployment Plan and to assist them in developing a nonurgent patient transport model. This work has significantly reduced the use of Paramedic Services for non-urgent transfers and helps to improve response capacity. Staff are working to prioritize emergency capacity for residents of the District.

SCA and CTAS 1 events are infrequent, representing one percent of the total Paramedic Services responses. As such, response target compliance is heavily influenced by each call. Outliers can alter target success by 1 to 2%.

## **OPTIONS AND/OR RECOMMENDATIONS**

### **CTAS Reaffirmed**

To understand the Response Time Standard metrics, it is essential that readers have a rudimentary understanding of the Canadian Triage and Acuity Scale (CTAS). CTAS is a method for grouping patients according to the severity of their condition and is inclusive only of patients managed through the 9-1-1 emergency system. The CTAS scale is a medically validated scale used by hospital emergency departments across the province. The CTAS scores are defined as follows:

**CTAS 1: Severely ill, requires resuscitation**

Requires resuscitation and includes conditions that are threats to life or imminent risk of deterioration, requiring immediate aggressive interventions (for example, cardiac arrest, and major trauma or shock states).

**CTAS 2: Requires emergent care and rapid medical intervention**

Requires emergent care and includes conditions that are a potential threat to life or limb function, requiring rapid medical intervention or delegated acts (for example, head injury, chest pain or internal bleeding).

**CTAS 3: Requires urgent care**

Requires urgent care and includes conditions that could potentially progress to a serious problem requiring emergency intervention, such as mild to moderate asthma, moderate trauma or vomiting and diarrhea in patients younger than 2 years.

**CTAS 4: Requires less-urgent care**

Requires less-urgent care and includes conditions related to patient age, distress or potential for deterioration or complications that would benefit from intervention, such as urinary symptoms, mild abdominal pain, or earache.

**CTAS 5: Requires non-urgent care**

Requires non-urgent care and includes conditions in which investigations or interventions could be delayed or referred to other areas of the hospital or health care system, such as sore throat, menses, conditions related to chronic problems or psychiatric complaints with no suicidal ideation or attempts.

Patient acuity of inter-facility activity is not considered in the CTAS system of scoring, while such workload negatively influences emergency resource response capacity.

**Recommendation:**

DNSSAB staff will, following Board direction, submit the final version of the 2024 Response Time Standard plan to the Ministry of Health as attached to this report. The plan had been established based upon data available to date and represents overall achievable goals. Staff believe the goals noted below to be attainable given the commitment.

**District of Nipissing Social Services Administration Board, Paramedic Services -  
Response Time Standard Performance Plan 2024**

This performance plan sets out response time targets for the calendar year of 2024.

<b>Service Number</b>	772	<b>Service Name</b>	District of Nipissing Social Services Administration Board Paramedic Services
<b>Community Name</b>	District of Nipissing Social Services Administration Board		

<b>Mailing Address</b>	200 McIntyre Street East North Bay , Ontario P1B 8J8		
<b>Telephone</b>	705-474-2151 ext. 3135	<b>Facsimile</b>	705-474-7155
<b>Chief Administrative Officer/ Band Chief/ Manager]</b>	Catherine Matheson CAO	<b>Email</b>	Catherine.matheson@dnssab.ca
		<b>Telephone</b>	705-474-2151 ext.3116
<b>Name &amp; Title of Party Responsible for Completing Submission</b>	Stephen Kirk; Chief of Paramedic Services	<b>Email</b>	Stephen.kirk@dnssab.ca
		<b>Telephone</b>	705-474-2151 ext. 3135

#### **i. Sudden Cardiac Arrest (SCA)**

The service will endeavour to have a responder equipped and ready to use an AED at the location of a patient determined to be in SCA within 6 minutes from the time ambulance dispatch conveys the call information to the paramedic 42% of the time.

#### **ii. CTAS 1**

The service will endeavour to have a paramedic as defined by the Ambulance Act and duly equipped at the location of a patient determined to be CTAS 1 within 8 minutes from the time ambulance dispatch conveys the call information to the paramedic 72% of the time.

#### **iii. CTAS 2, 3, 4, 5**

The service will endeavour to have a paramedic as defined by the Ambulance Act and duly equipped at the location of a patient determined to be CTAS 2, 3, 4, 5 within the time specified in the table below. The percentage of time the target time will be achieved is also specified in the table below.

<b>CTAS</b>	<b>Target time</b>	<b>% of target</b>
2	11.00	72%
3	12.00	72%
4	20.00	90%
5	25.00	90%

#### **NEXT STEPS**

Filing of report of Response Time Standards to the MOH prior to October 31, 2023.

#### **RESOURCES CITED**

PS05-2022

#### **AUTHOR:**

Stephen Kirk – Chief of Paramedic Services.



## BOARD REPORT #CORP-2023-036

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Delegation of Authority

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

In accordance with DNSSAB's Procedural By-law #1, the Board is vested with powers under 8.11 that include entering into contracts or agreements, making banking and financial arrangements, directing the manner in which persons may enter into contracts or agreements on behalf of the Corporation, executing documents, purchasing, leasing, acquiring or disposing of real property, borrowing on credit, and purchasing insurance to protect the Corporation.

Section 11.4.3 outlines the duties carried out by the CAO, including reporting to the Board, being responsible for the Corporation's operations, recording or delegating minute taking of Corporation meetings, ensuring the Corporations files, records and other materials are kept, recorded or distributed, takes a lead role in financial policy development and financial monitoring, and advises and assists the Board.

## RECOMMENDATIONS

For the continuity of the Corporation, the CAO may delegate authority in their absence. When delegating authority, the CAO will name a Director or Chief level employee in their absence. This includes Chief of Paramedic Services, Director of Children's Services, Director of Corporate Services, Director of Employment and Social Services, Director of Housing Services, and Director of Nipissing District Housing Corporation.

### Delegation of Authority- Banking

For banking and investment purposes, it is appropriate to have a specific delegate assigned, to ensure the financial institution has signatures on file for the appropriate individuals. However, it takes the financial institution a period of time to adjust the signatures.

The Acting CAO will be added to the financial institution signature on file.

### Transfer Payment Authorization

The DNSSAB's Purchasing Policy states that in some instances, the Ministry provides funding through Transfer Payments which must be directed to a particular group or under prescribed circumstances. These funds may exceed the CAO's delegated authority level of \$300,000. Some examples include:

- Funding received for Childcare Providers.
- Ontario Works client benefits.

Because the funding is prescribed by the Ministry's regulations, it is not possible to pursue a Public Procurement Process. All Contracts, including Transfer Payment Agreements, must be signed by the CAO or their delegate.

## NEXT STEPS

The Board's approval of delegated authority will ensure the continuity of operations.

### AUTHOR:

Melanie Shaye, Director of Corporate Services



## BOARD REPORT #CORP-2023-035

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Disposal of Assets Policy Revisions

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

Originally created under Board Resolution No. 2013-71, the Disposal of Assets Policy has been amended most recently in 2018. Staff have reviewed the policy, and are making recommendations for amendment, based on providing clarity where the policy is silent or unclear, to focus on fiscal responsibility, to clarify responsibilities, and to minimize risk.

### RECOMMENDATIONS

The updated Asset Disposal Policy is attached in draft, with a summary of revision highlights below.

#### Policy Updated

The Policy has been re-formatted in order to make the intent clearer, with a focus on the promotion of a consistent and integrated approach. In the revised policy:

- Added a section titled Principles, which guides the disposal of assets process in the Policy. This replaced what was previously titled Policy Statements.
- Added a section titled Applicability, clarifying the Policy applies to DNSSAB and NDHC Board members, the CAO/CEO, and employees.
- Added a Scope section.
- Clarified the Roles and Responsibilities of staff to better outline the steps involved in the disposal, including what is required of the:
  - Originating department
  - Receiving department or buyer
  - Corporate Services
  - Computer or Network Administrator
- Clarified the reasons for disposal of assets.
- Added a section titled Real Property, which explains the methods of dealing with the disposal of real property.
- Added a Disposal Authority table.
- Added an explanation of Valuation.
- The Disposal Methods section has been enhanced to clarify that different methods of disposal may be used in different circumstances.
- Added a section on Decommissioning Technology.

Amendments were made in alignment with the Board's approved Purchasing Policy.

## **NEXT STEPS**

Upon approval of the Policy revisions, the updated Policy will take immediate effect.

## **AUTHOR:**

Melanie Shaye, Director of Corporate Services



# DNSSAB / NDHC

## CORP-02: Disposal of Assets

### DISPOSAL OF ASSETS POLICY AMENDMENT HISTORY

DATE	DETAILS	Board Resolution
2013	Authority	Board Resolution No. 2013-71
2018	FIN/ADM 06 - Disposal of Assets	
2023	CORP#2 - Disposal of Assets	Board Resolution No.

### PURPOSE

This policy intends to set out the requirements, expectations and preference for the Disposal of Assets which shall:

- Promote a consistent and integrated approach across both DNSSAB and NDHC by:
- Provide a systematic, transparent, and accountable method of monitoring and controlling the Disposal of Assets.
- To ensure value for money in the Disposal of Assets and to maximum the *Net Residual Value* from all Disposals.
- Protect DNSSAB and NDHC from any conflict of interest which may arise.

### PRINCIPLES

The principles which guide the Disposal of Asset are as follows:

- All Disposals shall be on a "as is" "where is" basis without any warranties, expressed or implied, as to any matter whatsoever, including without limitation the condition of the asset, its merchantability or its fitness for any particular purpose.
- All Disposal must have proper oversight during the transfer, sale, donation, or discard.
- All Disposal must bring Maximum Benefit to DNSSAB or NDHC.
- All Disposal must be done safely, efficiently, and effectively.
- All Disposal must ensure confidential and personal information is protected.
- All Disposal must be documented to ensure accountability.
- All Disposal must comply with all applicable laws, regulations and governing standards.
- All Disposal attempts should be made to realize the Asset's *Net Residual Value* unless:
  - donation offers greater social value
  - recycling offers greater environmental protections
  - an attempt to sell was unsuccessful and/or the Asset has no realizable value
  - the asset is of low value
- Preference should be given to the least costly method of disposal, including consideration of related staff time.
- If the Asset is damaged or worn in a way that it may create risk to a subsequent owner, then the Asset should be Deemed as Scrap and delivered to the nearest recycling or landfill.
- The Originating Department shall be responsible for all disposal costs and credited with any proceeds of disposal.

### APPLICABILITY

This policy shall govern the decisions and actions for the Disposal of Assets by the DNSSAB Board, NDHC Board, CAO of DNSSAB, CEO of NDHC, and all departments, employees of DNSSAB and NDHC.

### SCOPE

This policy applies to the Disposal of all DNSSAB and NDHC Assets, except cash and cash equivalents, accounts receivables, investments, patents, Consumables and any internal transfers of an Asset within a Department (i.e., between programs or divisions).

## **ROLES AND RESPONSIBILITIES**

The **Originating Department** shall:

- a) Determine if the Asset is to be disposed of.
- b) Determine the *Net Residual Value* of the Asset.
- c) Complete and submit an **Asset Disposal Form**.
- d) If applicable, decommissioning of the Assets prior to Disposal.
- e) Receive or dispense any payment obligations.

The **Receiving Department or Buyer** shall, if required under the circumstances:

- a) Pay all fees and costs associated with the purchase or disposal.
- b) Arrange the legal transfer of title or ownership of the Asset.

**Corporate Services** shall be responsible for the following, if required under the circumstances:

- a) Receiving the **Asset Disposal Form** and coordinating any approvals.
- b) Ensuring that no conflict of interest occurs in, or as a result of, the asset disposal process.
- c) Reviewing the disposal method.
- d) Confirming that the Receiving Department or Buyer of the Asset has assumed ownership or title over the Asset.
- e) Overseeing the removal of the Asset.
- f) Retaining and storing all Asset Disposal Forms.
- g) Maintaining a fixed asset inventory that documents additions and disposals.

The **Computer and Network Administrator** shall be responsible for the following, if required under the circumstances

- a) Recommending the disposal method for IT related Assets.
- b) Monitoring the Disposal of IT related Assets.
- c) Overseeing the destruction or erasure of any IT Asset containing personal and/or confidential information,
- d) Verifying and/or receiving a destruction certificate that confirms removal of all personal and/or confidential information from IT assets.

## **REASONS FOR DISPOSAL**

Assets can be disposed under the following conditions:

- 1) *Deemed Lost* if the asset is misplaced or all attempts to locate were unsuccessful.
- 2) *Deemed Obsolete* if the asset cannot feasibly be upgraded for economical or technical reasons. Also, if it is no longer in compliance with workplace health and safety standards, contains hazardous materials, and/or is required to be disposed of under a particular policy or administrative directive (i.e., ambulance's mileage).
- 3) *Deemed Scrap* if the asset continued cost of ownership (i.e., to repair, repurposing, storing) is likely to be more expensive than any residual or resale value in the asset. In addition, Assets can be deemed as scrap when an attempt to sell was unsuccessful and/or the administrative costs of Disposal is more than offset by any benefit to be gained.
- 4) *Deemed Stolen* if the asset was forcibly removed by a citizen or employee; an incident, police and/or insurance claim report is required to verify.
- 5) *Deemed Surplus* if the asset has reached the end of its useful life, has been replaced by an upgrade, and/or is no longer needed or usable due to the Board's direction or due to changes in policies, services, functions or usage patterns.

## **REAL PROPERTY**

- a) The DNSSAB Board has the sole authority to dispose of any Real Property matter, including any part or all of the land and buildings owned by DNSSAB.
- b) The NDHC Board has the sole authority to dispose of any Real Property matter, including any part or all of the land and buildings owned by NDHC.
- c) In the event that the DNSSAB or NDHC Board is considering the disposal of Real Property, then Corporate Services will provide a report to the Board that should address, but not limited to, the following:
  - i. Reasons for Disposal
  - ii. Developmental or rezoning considerations, if any, due to the disposal.
  - iii. Appraisal of the Real Property
  - iv. Identification of the selected realtor and legal counsel.
  - v. Disposal methodology and timing

**DISPOSAL AUTHORITY**

An Assets may be disposed of by any one of following:

NET RESIDUAL VALUE	METHOD	DISPOSAL AUTHORITY	ASSET DISPOSAL FORM
Assets with a Net Residual Value between \$0.00 and \$499.99	Any of the listed Disposal Methods	Originating Department's Director	Not Required*
Assets with a Net Residual Value between \$500.00 and \$99,999.00	Any of the listed Disposal Methods	Director of Corporate Services	Required
Assets with a Net Residual Value between \$100,000.00 and \$299,999.00	Any of the listed Disposal Methods	CAO/CEO	Required
Assets with a Net Residual Value of \$300,000.00 or more	Any of the listed Disposal Methods	DNSSAB Board or NDHC Board	Required

\*The Originating Department is not required to submit an **Asset Disposal Form**; however, they must notify Corporate Services of which Assets is being disposed, their method of disposal, identify the receiver, and the Net Residual Value, prior to any agreement to dispose.

**VALUATION**

- Net Residual Value shall be based on the Carrying Value minus any disposal costs.
- In those circumstance where the Assets does not have a recorded Carrying Value, the Originating Department can determine the Net Residual Value from an estimated Fair Market Value, from examples from same or similar assets, with the same or similar condition, minus any disposal cost.
- When an Asset has a Net Residual Value at or greater than \$10,000.00, Corporate Services can request that the Originating Department acquire an industry expert appraisal.

**DISPOSAL METHODS**

Any Assets may be disposed, upon approval from the Disposal Authority, and in consultation with Corporate Services, by any one of following methods:

- The Disposal Authority can authorize an asset's redeployment to another department within DNSSAB or NDHC.
- The Disposal Authority can authorize that an asset be donated to another public entity or body (federal, provincial, municipal, school board, hospital, health unit, or another district social services board).
- The Disposal Authority can authorize that an asset be donated to a community, not-for-profit, and/or charitable organization.
- The Disposal Authority can authorize that an asset be sold through a competitive public tender or auction.
- The Disposal Authority can authorize that an asset be sold as scrap.
- The Disposal Authority can authorize that an asset be traded in as part of a replacement acquisition.
- The Disposal Authority can authorize that an asset be classified as waste and either recycled or discarded in a landfill.
- The Disposal Authority can authorize that an asset be sold under an internet or direct sale.
- The Disposal Authority can authorize that an asset be removed from the inventory if it has been lost or stolen.

Anyone given Disposal Authority under this policy is accountable and responsible for ensuring that a Disposal does not violate any other DNSSAB/NDHC policy, and any statutory/legislative requirements.

**DECOMMISSIONING IT**

- All IT assets must have sensitive, confidential information and/or software erased or destroyed to the satisfaction of Corporate Services and/or the Computer and Network Administrator before being Disposed.
- All Confidential information extracted from an IT Asset must be retained by DNSSAB or NDHC or disposed of in accordance with applicable board policies, and/or legislation.

**PROHIBITIONS**

DNSSAB or NDHC should not be exposed to allegations of preference being given to Board members and/or Employees, therefore:

- a) No Board Member or Employee, nor their immediate family, shall be permitted to receive an Asset for personal use or benefit, unless it is through a competitive public auction.
- b) Under no circumstances may an Asset be donated to a DNSSAB or NDHC board member, Employee or their immediate family for their personal use or benefit.

**CONSEQUENCES**

Any employee determined to violate this policy shall be subject to discipline under the Discipline Policy.

**DEFINITIONS**

The words and phrases listed below, when used in this policy, shall have the following meanings:

"Asset" means any tangible or intangible item containing economic value and/or future benefit that DNSSAB or NDHC owns by way of purchase, investment, construction, creation/development, and/or otherwise acquired wherein DNSSAB or NDHC has possession of, and/or evidence of title and/or a right to use, recover, convert or receive.

"Asset Disposal Form" means the form found in Appendix A within CORP-02-A.

"Buyer" means the third-party entity or person selected to acquire ownership of the Asset; "Receiver" shall have the same meaning.

"CAO" means the Chief Administrative Officer for DNSSAB.

"Carrying Value" means the original value of the asset minus the accumulated depreciation, as recorded in DNSSAB or NDHC financial records.

"CEO" means the Chief Executive Officer for NDHC.

"Computer and Network Administrator" means any internal department and/or vendor or vendors providing computer and network administration services to DNSSAB and/or NDHC.

"Consumable" means a good or product which is routinely used and depleted for day-to-day operations; examples include paper, pens, file folders, toner, ink cartridges, and similar items which typically has a life span of five years or less.

"Disposal" means the transfer of ownership in an Asset by an approved disposal method; includes situations when ownership is not legally transfer as in the case of recycling or discarding to a landfill; and usually means the removal or de-recognition of all or part of an Asset from DNSSAB or NDHC's financial records due to sale, destruction, loss, theft, or abandonment.

"DNSSAB" means the District of Nipissing Social Services Administration Board.

"Employee" means all paid staff and unpaid volunteers.

"IT" means information technology; it includes any technological device capable of retaining data, including but not limited to any owned or leased computing devices, peripherals, software/hardware, servers, printers, copiers, facsimile equipment, and/or mobile devices.

"NDHC" refers to the Nipissing District Housing Corporation.

"Originating Department" refers to the internal organizational unit considered the owner of the assets for internal purposes.

"Maximum Benefit" means the optimal combination of efficient practices, dollar value and environmental, social and

governance impacts in the disposal decision-making.

"Real Property" means lands; including any buildings erected upon it.

"Receiving Department" means the department that has accepted an asset's redeployment.

"Redeployment" means transferring an Asset's ownership from the Originating Department to a Receiving Department.

**RELATED DOCUMENTS**

- CORP #1 (Procurement Policy)
- Human Resource Policies (Conduct and Behaviour)
- Human Resources Policies (Discipline)
- Human Resources Policies (Confidentiality of Information)
- Finance Policies (Asset Capitalization)

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**End of Policy**

## BOARD REPORT #CORP-2023-038

☒ **FOR INFORMATION**
                         
 or
                         
 ☐ **FOR APPROVAL**

**Date:** October 25, 2023

**Purpose:** Staffing Report

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

Briefing Note CORP-2023-038 for information purposes.

### RELATIONSHIP TO STRATEGIC PLAN

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

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

Due to several factors, the DNSSAB's staffing levels are rarely complete. Particularly since the waning of the COVID-19 pandemic, national, local, and DNSSAB-specific factors influence the challenges of hiring and retaining staff.

#### National Labour Trends

Current labour market trends show that many businesses, particularly those in health care and social services are experiencing high job vacancy rates. According to Statistics Canada Job Vacancy and Wage Survey data from March 2023, businesses in health care/social services are seeing job vacancy rates of thirty-five percent (35%).

Recruiting and retaining skilled labour remains a challenge with thirty-six percent (36%) of businesses expecting recruiting skilled labour to be an obstacle in the second quarter of 2023. Nearly half (47.4%) of businesses with one hundred (100) or more employees expect challenges in retaining skilled labour over the next three months.

Among businesses expecting a shortage of labour, or obstacles recruiting or retaining workers, forty-nine (49%) anticipate management to work increased hours due to these challenges. Additionally, thirty-eight percent (38.5%) expect obstacles related to shortages of labour, recruiting, or retaining skilled labour will mean existing staff working increased hours.

The trickle-down impact is twenty-seven percent (27%) of businesses expecting labour challenges anticipate these to cause delays to customers or cause businesses to hire less suitable candidates. Forty percent (40%) expect labour challenges will limit their growth over the next three months.<sup>1</sup>

In addition, post pandemic, many more workers are looking for alternate work. One-third (1/3) of Canadian public servants are considering leaving government over return-to-office rules.<sup>2</sup>

The mental health of Canadians has deteriorated significantly post-pandemic, with fifty-four percent (54%) of Canadians saying their mental health has gotten worse since the pandemic, with women faring significantly worse than men.<sup>3</sup>

Other post-pandemic trends, for example, 'the Great Resignation' shows that in early 2023 one-quarter (1/4) of Canadian workers were very or extremely likely to quit their jobs in the next twelve (12) months.<sup>4</sup>

### Local and DNSSAB Complexities

- **Large Geography:** The district is over 17,000 square kilometers, so vacancies in outlying areas, particularly South Algonquin and Mattawa, can be challenging to fill.
- **French Language Services:** The DNSSAB has obligations under the French Language Services Act to ensure the availability of French language services. The hiring of bilingual staff can often be challenging, particularly in Mattawa and Sturgeon Falls.
- **Multiple Unions:** With three (3) distinct and separate bargaining units, the DNSSAB must be mindful to not trigger cross-bargaining unit work.
- **Movement within Unions:** All three (3) collective agreements are founded in the importance of seniority. This means that when permanent vacancies occur, they are usually filled from other positions in the bargaining unit, such as those working in junior

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<sup>1</sup> <https://www150.statcan.gc.ca/n1/pub/11-621-m/11-621-m2023009-eng.htm>

<sup>2</sup> <https://www.globalgovernmentforum.com/one-third-of-canadian-public-servants-consider-leaving-government-over-return-to-office-rules/>

<sup>3</sup> <https://www.cbc.ca/news/health/canada-mental-health-crisis-covid-19-pandemic-1.6382378>

<sup>4</sup> <https://financialpost.com/news/great-resignation-back-more-workers-planning-quit-jobs>

positions or temporary positions. This results in a 'churn' of training and re-training employees in new positions.

- **Mental Health and Addictions Challenges**

DNSSAB staff work with individuals with complex needs and often require significantly more time to support.

- **SAMS Database:** The onboarding process can take many months. In Ontario Works, the Social Assistance Management System (SAMS) provincial database has a minimum of four (4) month training period to simply learn the software. To become proficient takes closer to one (1) year.

- **Single Incumbent Positions:** The DNSSAB has a high number of single incumbent positions. When vacated, particularly when the position holds a high level of technical expertise, finding someone to backfill the position can take time, as can the training process.

- **Highly Technical Positions:** positions such as the HIFIS Data Coordinator require a unique skill set. It can be challenging to find qualified candidates in Northern Ontario to fill highly skilled technical positions.

## **DNSSAB Vacancies**

These trends are important to the DNSSAB as, when reviewing quarterly financial reports, it may be noted that there is slippage in salaries due to vacant positions.

As a point in time reference, as of October 5, 2023, posted on [www.dnssab.ca](http://www.dnssab.ca) there were three (3) open postings:

- Advanced Care Paramedic, regular part-time: this is an on-going/open posting.
- Financial Analyst (Business Operations Analyst-Accounting): this is a full-time vacancy.
- Client Support Worker- Bilingual: this is a full-time temporary position.

There are also four (4) postings that are closed but are in the process of being filled (either at the interview stage or offer of employment stage).

Unfortunately, the current vacancies do not paint the full picture as even with full complement, the time to onboard, train and bring someone to full competency can take months.

## **NEXT STEPS**

Consistent with the DNSSAB strategic plan, the DNSSAB strives to be an employer of choice in the community. Offering excellent pension, benefits, salary, and entitlements, such as vacation as well as work-life balance, continue to be promoted in hiring practices.

Staff continue to look for ways to retain good employees, as retention causes less disruption and cost than movement through the hiring process.

**AUTHOR:**

Melanie Shaye, Director of Corporate Services



## BOARD REPORT #HS-2023-028

☒ **FOR INFORMATION**

or

☐ **FOR APPROVAL**

**Date:** October 25, 2023

**Purpose:** **Homelessness System Review and Feasibility Study Preliminary Report**

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

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

THAT the District of Nipissing Social Services Administrative Board (DNSSAB) accepts Briefing Note HS2023-028 outlining the preliminary findings of the Homelessness System Review and Feasibility Study for information purposes.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

Approved by the Board in March 2023 (HS05-23), the DNSSAB issued a Request for Proposals (RFP) for a Homelessness System Review and Feasibility Study. The purpose of the study was to review existing and needed homelessness supports and services and assess capacity and access as well as pathways to access services across the district and assess the feasibility of the development of a potential Homelessness Hub in North Bay. Vink Consulting was selected to conduct the study.

At this stage of the study, Vink Consulting has been able to conduct research and analyze the engagement responses received to formulate preliminary findings. Below are some of the strengths, gaps, and challenges that have been identified.

Strengths:

- A range of homelessness prevention services are available, including financial assistance for rental arrears, security deposits, last month's rent, utility deposits and payments for arrears, moving costs, etc.

- A low-barrier shelter was established in 2020 to increase the shelter system capacity.
- Full diversion services are conducted at the Four Elms Residence to avoid unnecessary entry into emergency shelter.
- Re-housing assistance is available to existing shelter clients to help secure housing accommodations and to provide ongoing follow-up supports.
- A variety of outreach services are available in North Bay, including services that take a culturally safe approach and are housing focused. There are practices in place to support coordinated outreach across the district.
- The newly constructed Northern Pines and Suswin Village transitional housing projects will assist people experiencing homelessness in the district who require a variety of supports including life skills development. An Assertive Community Treatment (ACT) team and the Rapid Access to Addictions Medicine (RAAM) clinic will be available at Northern Pines and accessible to residents to get help with high-risk substance use and addictions and complex mental health issues.
- There are over 130 units of permanent supportive housing in the district focused on individuals with mental health issues.
- Service providers across the district have used a 'no wrong door' approach to accessing services for many years, which has provided a strong base for the work of Coordinated Access Nipissing.

#### Gaps and Challenges:

- Limited sector capacity for fulsome discharge planning. Individuals are being released from jail and hospital to homelessness without appropriate discharge planning to avoid homelessness.
- Insufficient shelter bed capacity to meet demands. The lack of shelter bed capacity leads to greater demand for costly emergency shelter overflow services in hotels and motels.
- The hours of operation for the low-barrier shelter are limited to 8 pm to 8 am affording limited opportunities for rehousing efforts and leaving individuals to try and meet their basic needs during the daytime hours.
- Outreach services are generally limited to daytime hours and areas outside of North Bay are partially underserved by outreach.
- Client-related workload is often too large to adequately support re-housing efforts leading to longer shelter stays and homelessness.
- Lack of affordable housing in the district has negatively impacted re-housing efforts.
- Limited services to help individuals remain housed (i.e., brief intervention services, case management, trusteeships).
- It has been a challenge for the district to increase the supply of supportive housing, as there has been a lack of new funding available for additional supports and service providers are at capacity with their existing services.

## **FINANCIAL AND RISK CONSIDERATIONS**

None at this stage of the study.

## **OPTIONS AND/OR RECOMMENDATIONS**

At this stage of the study there are no options and/or recommendations for the Board to consider. The preliminary findings are being provided for information purposes.

## **NEXT STEPS**

The study is being completed, and the final report findings and recommendations will be presented at a future Board meeting.

## **RESOURCES CITED**

Vink Consulting

## **AUTHOR:**

Stacey Cyopeck, Director, Housing Services



## BOARD REPORT #CORP-2023-037

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Travel, Meal, and Hospitality Policy Revisions

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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

### RELATIONSHIP TO STRATEGIC PLAN

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

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### BACKGROUND

The Travel, Meal, and Hospitality Policy was created in February 2010. Since then, a series of amendments have been made to clarify the intent of the policy, and to ensure reimbursements were consistent with the best practices of the Travel, Meal, and Hospitality Expenses Directive of the Management Board of Cabinet from the Treasury Board Secretariat. The last amendment was in March 2023.

### RECOMMENDATIONS

The Policy is periodically revisited, with an interest in clarifying the manner and extent the DNSSAB will reimburse board members, employees and guests for travel, meal, and hospitality expenses. The following are recommended Policy changes:

- In the Role and Responsibilities section, added when there is a vendor on record where payment can be made with cheque or EFT (ex. Car rental) this should be the method of payment and not a corporate credit card.

- Clarified that travel accident insurance is provided to full-time permanent employees through their benefit plan.
- Added that hotels are to be booked at a national chain hotel, with a three-point-five (3.5) star rating or greater.
- Adjusted the Board member conference language.
  - Clarified NOSDA and OMSSA out-of-district conferences are limited to the DNSSAB and NDHC Chairs and Vice-Chairs, and up to three (3) additional Board members from the DNSSAB Board;
  - Clarified that AMO, ROMA and FONOM have attendance limited to the DNSSAB Chair; however, Board members are encouraged to attend with the municipality they represent;
  - Any Board member attending a conference may attend a DNSSAB delegation;
  - Only a Board member who sits on the NOSDA Board may attend a NOSDA delegation.
- Under the Non-Reimbursable Expenditures, clarified that although expenses of friends and family members are not reimbursed, attendance at a Paramedic medal of honour event are the exception. This means the Paramedic receiving recognition may invite one (1) guest, and their ticket for the recognition event is paid. All other expenses are borne by the employee.

The revised Policy is attached.

## **NEXT STEPS**

The best practices for travel, meal and hospitality expenses and restrictions will continue to be monitored and further recommendations for amendments will be brought to the Board in due course.

## **AUTHOR:**

Melanie Shaye, Director of Corporate Services

# DNSSAB/NDHC

## Travel, Meal and Hospitality Policy

### Policy FIN/ADM 03

#### Amendment History

Date	Details	Board Resolution
February 2010	Original Policy	2010-037
April 2019	Adjustment to kilometre reimbursement	2019-70
January 2020	Removed alcohol and allowed personal vehicle use	2020-16
October 2020	Limited number Board members attending conferences	2020-108
January 2022	Adjust meal reimbursement	2022-06
June 2022	Adjusted meal language and mileage amount	2022-55
September 2022	Changed definitions	2022-69
March 2023	Out of Province travel, gratuities, kilometre allowance and increase to meals	2023-30
October 2023	Clarified attendance at Paramedic Services medal of honour events; added hotel booking information, changed Board members attending conferences, changed insurance language for employees	2023-X

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## **INTENT OF POLICY**

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

Expenses must:

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

This policy is guided by the best practices of the Travel, Meal and Hospitality Expenses Directive of the Management Board of Cabinet as modified for distribution to the Ministry of Community and Social Services Transfer Payment Agencies, January 2020 and the applicable DNSSAB Collective Agreement.

## **SCOPE**

This policy applies to all employees and Board members of the DNSSAB and NDHC, except where otherwise specified in the applicable DNSSAB Collective Agreement.

## **ROLES & RESPONSIBILITIES**

Board member and employees must:

- obtain advance travel and itinerary approval from appropriate authority levels for travel. Approval for Board members is through the Board Chair. The Chair of the Finance & Administration Committee is responsible for approval of the DNSSAB and NDHC Board Chair's travel and itinerary approval. Approval must be documented via email and the approval email must be attached to any expense claims;
- use the corporate charge card for payment of expenses under this policy. When there is a vendor on record where payment can be made with cheque or EFT (ex. car rental), this should be the method of payment instead of a corporate charge card;
- in the event of changes, hotel and travel bookings should be cancelled within the allowable period; and,
- become familiar with, and adhere to, the provisions of this policy.

Approval authorities must:

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

## **POLICY**

### **Travelling and overtime**

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

### **Persons Travelling Together**

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

## Approval to Travel

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

	Staff	Supervisor/Manager	Director	CAO
Within district	Immediate supervisor	Director	None	None
Outside district (within Ontario) day travel	Supervisor and Manager	Director	CAO	None
Outside district (within Ontario) overnight	N/A	Director and CAO	CAO	None
Out of Province	N/A	N/A	CAO	Chair

## INSURANCE

### Travel Accident Insurance

Full-time, permanent employees have basic insurance for accidental injury or accidental death including reimbursement of emergency medical expenses. Insurance may be purchased at the traveler's own expense.

### Vehicle Insurance

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

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

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

## **TRANSPORTATION**

### **Road Transportation**

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

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

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

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

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

### **Car Rental**

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

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

### **Other Road Transportation**

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

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

## **Air and Rail Travel**

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

## **ACCOMMODATIONS**

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

Reimbursement will be made for single accommodation in a standard room, and no reimbursement will be made for suites, executive floors, or concierge levels. Hotels are to be booked at a national chain hotel, with a three-point-five (3.5) star rating or greater.

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

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

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

## **MEALS FOR TRAVEL**

Meal expenditures must be incurred when the employee is required to work during or through normal meal periods or when, during a normal meal period, the employee is away on DNSSAB business from their home office base for a distance exceeding twenty-five (25) kilometers and such travel is infrequent and occasional in nature and does not fall within their regular duties.

## **CONFERENCES**

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

## **Board members**

**NOSDA or OMSSA in-district conference:** all Board members are invited to

attend.

**NOSDA or OMSSA out-of-district conference:** attendance is limited to the DNSSAB and NDHC Chairs and Vice Chairs, and up to three (3) additional Board members from the DNSSAB Board.

**AMO, ROMA, or FONOM:** attendance is limited to the DNSSAB Chair. Board members are encouraged to attend with the municipality they represent.

**DNSSAB delegations:** any Board member attending the conference may attend.

**NOSDA delegation:** only a Board member who also sits on the NOSDA Board may attend a NOSDA delegation.

If the Chairs and/or Vice Chairs are unable to attend, they are able to delegate an alternate Board member to attend in their place.

## **HOSPITALITY**

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

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

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

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

### **Hospitality costs**

Functions should minimize costs but be consistent with:

- The status of the guest(s);
- The number of persons attending; and,

- The business purpose to be achieved.

### **Hospitality internal control**

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

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

### **Gratuities**

Gratuities are restricted to a maximum of 20% for reimbursement, with the normal expectation of a 15% gratuity. Any gratuities beyond this limit will not be reimbursed.

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

## **GIFTS OF APPRECIATION**

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

## **PROCEDURE/ADMINISTRATION**

### **Non-Reimbursable Expenses**

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

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

\*Attendance at Paramedic medal of honour events are the exception, whereby the employee receiving recognition may invite one (1) guest, and the ticket for the recognition event is paid. All other expenses are borne by the employee.

## **Receipts**

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

## **Time Limit for Claims**

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

## **Guidance on Exceptions to Rules**

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

## **Principle to guide exceptions to the rules**

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

## **DEFINITIONS**

**AMO:** Association of Municipalities of Ontario

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

**FONOM:** Federation of Northern Ontario Municipalities

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

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

**NOSDA:** Northern Ontario Service Deliverers Association

**OMSSA:** Ontario Municipal Social Services Association

**ROMA:** Rural Ontario Municipal Association

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

**Board member Travel:** Business travel authorized by the appropriate spending authority, and does not include commuting between residence and headquarters, except for Board members residing outside of North Bay who travel to Board meetings.

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

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

## SCHEDULE 1

### Kilometre rates, meal stipend rates, and Board stipend

**Kilometre rate:** Canada Revenue Agency (CRA) automobile rate for the current year, after 5,000 km driven.

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

**Meals for travel stipend:** a meal stipend is paid when eating meals at conferences/work required events, when meals are not otherwise provided. Receipts are not required to be submitted when a stipend is claimed.

(Within District):	Breakfast	\$20.00
	Lunch	\$30.00
	Dinner	\$35.00
(Outside District):	Breakfast	\$25.00
	Lunch	\$35.00
	Dinner	\$55.00

Meals considered under the Hospitality section of this Policy are not eligible for the Meal Stipend.

### Board Meal Stipend

A meal stipend is paid to Board members attending board meetings that are scheduled during the lunch hour. The stipend is provided instead of an in-person lunch, in order to support the dietary needs of Board members, and to accommodate the hybrid board meeting model.

The meal stipend amount is equivalent to the within district, lunch meal reimbursement amount. The meal stipend is considered a taxable benefit.



## BOARD REPORT #CORP-2023-039

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** DNSSAB and NDHC Meeting Calendar

**Department Head:** Melanie Shaye, Director of Corporate Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

THAT the Board approve the proposed meeting calendar for 2024.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

Members of the DNSSAB Board and Committees meet monthly. The NDHC Board also meets on the same day if warranted. Currently, the meetings are held on the fourth Wednesday of the month, beginning at noon. Meetings are only held in July and August if there's a need. There is an exception in December when the meeting is held earlier to avoid the holiday season. This has worked well in the past as it does not interfere with regularly scheduled council meetings of member municipalities.

### FINANCIAL AND RISK CONSIDERATIONS

There are no risks or considerations.

### OPTIONS AND/OR RECOMMENDATIONS

It is recommended that the current schedule be kept for the 2024 calendar year, as indicated in the attached proposed calendar.

## **NEXT STEPS**

If approved, this calendar will be shared with member municipalities and on the DNSSAB website.

## **RESOURCES CITED**

N/A

**AUTHOR:** Marianne Zadra, Executive Coordinator and Communications.

# 2024 Calendar

Courtesy of [WinCalendar.com](https://WinCalendar.com)

## JANUARY

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

## FEBRUARY

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29		

## MARCH

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## APRIL

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## MAY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
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## JUNE

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## JULY

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## AUGUST

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## SEPTEMBER

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## OCTOBER

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## NOVEMBER

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## DECEMBER

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22	23	24	25	26	27	28
29	30	31				

More Calendars: [2024](#), [Word Calendar](#), [PDF Calendar](#)



## BOARD REPORT #PS-2023-008

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Land Acknowledgement

**Department Head:** Stephen Kirk, Director of Paramedic Services

**Approver:** Catherine Matheson, Chief Administrative Officer

### RECOMMENDATION

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.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

In December 2015, the Truth and Reconciliation Commission released its 94 “calls to action”. DNSSAB is committed to learning, understanding, and providing education to the employees of DNSSAB so they better understand the collective history of the indigenous peoples and the settlers to this land. Preliminary research was undertaken to support the Board in adopting a Land Acknowledgement as a first step towards Truth and Reconciliation. The board appointed an ad hoc committee to review and assist with this initiative. Members of the ad hoc committee are Ethel LaValley, Amanda Smith, Jamie Restoule, Justine Mallah and Lana Mitchell.

### FINANCIAL AND RISK CONSIDERATIONS

N/A

## OPTIONS AND/OR RECOMMENDATIONS

The following Land Acknowledgment Statement was developed by the ad hoc committee. Staff consulted with the Indigenous peoples across Nipissing District, including Nipissing First Nation, Temagami First Nation and the Algonquins of the Mattawa and Whitney area through a variety of resources. Through consensus, the ad hoc committee recommend the following Land Acknowledgement Statement as the first step for the DNSSAB towards truth and reconciliation.

*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.*

## NEXT STEPS

The ad hoc committee is committed to meet regularly over the next six months to recommend opportunities for the DNSSAB to develop priorities associated with the Commission's Truth and Reconciliation Action Plan. DNSSAB is committed to the promotion of equity, inclusion, and diversity within all aspects of the organization.

## RESOURCES CITED

<https://banac.on.ca/resources/>

<https://www.trentu.ca/teaching/how-do-land-acknowledgment>

<https://www.amo.on.ca/policy/municipal-governance-indigenous-relations/guidance-traditional-land-acknowledgement>

Ontario Agency for Health Protection and Promotion (Public Health Ontario). Land acknowledgement practices to inform public health professionals. Toronto, ON: King's Printer for Ontario; 2023.

## AUTHOR:

Stephen Kirk, Chief of Paramedic Services



## BOARD REPORT #NDHC-2023-025

☐ FOR INFORMATION

or

☒ FOR APPROVAL

**Date:** October 25, 2023

**Purpose:** Mackay Homes Tax Relief and Building Permit Fee Rebate

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

**Approver:** Catherine Matheson, Chief Executive Officer

### RECOMMENDATION

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.

### RELATIONSHIP TO STRATEGIC PLAN

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



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### BACKGROUND

Nipissing District Housing Corporation (NDHC) purchased the 65-unit Mackay Homes property for a below-market price in September 2022 in as-is condition, with the objective of continuing to provide affordable housing. Built in the 1960's and having many original building components, the nature and extent of the repairs required at Mackay Homes are as expected and extensive.

Asset renewal plans are currently underway, focusing on building envelope, HVAC, and electrical systems, while improving energy consumption and reducing greenhouse gas (GHG) emissions, which will provide access to funding and financing available for deep energy retrofit projects.



The operating budget is currently being stabilized with the application of rent supplements as units turnover. At purchase, the rent levels were less than half of average market rent levels.

The long-term financial viability of the project is contingent in large part on securing a property tax exemption, similar to its status prior to its acquisition by NDHC. A tax exemption request for Mackay Homes approved by the Board was submitted to the City of North Bay in September 2022. A series of staffing changes delayed the request going forward; the City's CAO has advised that the request will go to Council at its first meeting in November. City staff will recommend that should Council accept the exemption it would be effective as of January 1, 2023.

This approval is being assumed in the funding application as it has a direct impact on the operating budget, the net operating income and the availability of funding and financing. Similarly, any municipal incentives that defray the capital costs positively impacts the funding and financing available and needs to be factored in at the funding application stage.

As the municipal planning approval authority, the City has the ability to provide incentives to developers of affordable housing, such as rebates on development charges and building permit fees, as it does for private developers through its Community Improvement Plan (CIP). The City currently has no such incentives available for not-for-profit housing developers. Requests for fee relief are considered on a case-by-case basis.

Given the nature of the rehabilitation required at Mackay Home, the only municipal fees anticipated are building permit fees. The current estimate for the building permit fee is \$169K. The fee is linked to the cost of construction, so the actual amount will change before application for the building permit in accordance with the size of the budget. If granted, this rebate can be counted as a cost-matching contribution for funding, reduce the amount of the loan, and increase chances of funding approval.

## **FINANCIAL AND RISK CONSIDERATIONS**

There is some risk if the funding applications are submitted assuming certain rebates and relief, should they not be approved. The financial viability of the project could be threatened and may require adjustments to plans, that could prove costly.

The long-term financial viability of the project is contingent in large part on securing a property tax exemption, similar to its status prior to its acquisition by NDHC. If the Mackay Homes property becomes subject to property tax, this would have a negative impact on the operating budget and there would be no capacity for the project to carry a mortgage, required as part of the funding and financing programs.



Municipal incentives are often reserved for the creation of new stock. The value of retaining this affordable housing stock is comparable to new, given there is no other option but rehabilitation as the property is located on a flood plain and replacement of units would not be permitted. NDHC's intervention in the acquisition and investment in this property assures its future.

### **OPTIONS AND/OR RECOMMENDATIONS**

It is recommended that the Chairpersons of NDHC and DNSSAB write to the Mayor of the City of North Bay requesting that Council consider a rebate of the building permit fee for the Mackay Homes asset renewal/rehabilitation project.

### **NEXT STEPS**

If approved, staff will prepare a letter for the signature of the of two Chairpersons and forward to the City of North Bay for action.

### **RESOURCES CITED**

N/A

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